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STUDENTS START-UPS: ESTABLISHMENT AND DEVELOPMENT

STUDENTSKÉ START-UPY: ZALOŽENÍ A ROZVOJ

BACHELOR'S THESIS

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Abstract

This thesis examines the Czech entrepreneurial environment and proposes a launch plan for SocialGames, a student-focused event concept supported by a lightweight web application. It combines theoretical mapping of business planning, legal forms, and external environment methods with market sizing and qualitative interviews to assess demand and rivalry. The proposal applies the principles of the Lean Startup methodology to a minimum viable event format with clear learning metrics and decision points. Financial modeling indicates feasibility, and the risk framework outlines practical mitigations, producing a concise roadmap from the pilot stage to repeatable operations.

Keywords

Business plan, Student startup, Startup development, Lean Startup, Student Events

Abstrakt

Tato práce zkoumá české podnikatelské prostředí a navrhuje plán spuštění SocialGames, koncept akce zaměřené na studenty, podporovaný jednoduchou webovou aplikací. Kombinuje teoretické mapování metod obchodního plánování, právních forem a vnějšího prostředí s odhadem velikosti trhu a kvalitativními rozhovory za účelem posouzení poptávky a konkurence. Návrh aplikuje principy metodiky Lean Startup na minimální životaschopný formát akce s jasnými metrikami učení a rozhodovacími body. Finanční modelování naznačuje proveditelnost a rámec rizik nastiňuje praktická opatření ke snížení rizik, čímž vzniká stručný plán od pilotní fáze po opakovatelné operace.

Klíčová slova

Podnikatelský plán, Studentský startup, Rozvoj startupu, Lean Startup, Studentské akce

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Affidavit

I declare that the present bachelor project is an original work that I have written myself.
I declare that the citations of the sources used are complete, that I have not infringed upon any copyright (pursuant to Act. no 121/2000 Coll.).

Brno dated 18th Aug 2025

Václav Tutsch
author's signature

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Introduction

The university student nightlife in Czech cities is lively yet fragmented. This creates an opportunity for a structured concept that lowers the social barrier to meeting new people, which venues can host with predictable quality. This thesis addresses this gap by analyzing the Czech entrepreneurial environment and proposing a practical pathway for establishing a small startup centered on SocialGames Nights, supported by a lightweight web application. The goal is to transform the analysis into an executable launch plan within real legal and market conditions.

This work combines established theory with applied analysis. The theoretical section defines key terms in entrepreneurship and business planning, mapping the relevant legal forms and company formation steps in the Czech Republic. The theoretical part also explains marketing and financial foundations and introduces methods for analyzing the external environment, including market size analysis with TAM, SAM, and SOM, as well as PEST and Porter's Five Forces. Qualitative interviews are also used to understand student demand. This toolkit provides a consistent basis for evaluating feasibility before allocating resources.

The analytical section applies these tools to the SocialGames concept. It assesses the most suitable legal form and cost of online incorporation. It also quantifies the addressable market across target cities. Finally, it evaluates rivalry and buyer power alongside interview insights from students. The proposal section translates these findings into a Lean Startup plan containing value and growth hypotheses, a minimum viable event format linked to the Passport web app, a Lean Canvas, and an integrated business plan with an implementation schedule for pilots and initial expansion. The result is an evidence-based roadmap from the initial pilot to a repeatable operation.

1 Goal of the thesis, methods and processing procedure

This bachelor's thesis aims to analyze the entrepreneurial environment in the Czech Republic. Based on this analysis, it proposes steps for establishing a small startup. The thesis also examines how university students participate in nightlife-themed events and choose venues.

This thesis is divided into three main sections: theoretical, analytical, and proposal. The theoretical section defines key concepts, such as entrepreneurship, business planning, and business entity types. It also describes the analytical tools used in the thesis. These tools include analyses of the internal environment, such as evaluations of founder competence and financial aspects, as well as analyses of the external environment, such as PEST, Porter's Five Forces, Market Size Analysis, TAM, SAM, SOM, and customer analysis. It also includes strategic planning tools relevant for startups, primarily the Lean Startup methodology and the Lean Canvas tool.

The analytical section uses the tools to evaluate the potential of the startup concept. It assesses the internal resources of the idea and its development opportunities within the external environment. Based on these findings, the proposal section presents specific recommendations for formally establishing the startup and developing its activities. Key insights are integrated into a Lean Canvas, and the analytical section concludes with a synthesis of the findings, forming the strategic foundation. The recommendation section translates these insights into actionable steps for implementing and further developing the project, such as creating a business plan and an implementation schedule.

2 Theoretical Outcome

This chapter defines terms regarding entrepreneurship, startups and legal requirements needed to establish such a business.

2.1 Entrepreneurship

In the academic literature, many different definitions of entrepreneurship can be found, varying depending on the perspective, which often depends on a specific field, such as economic, psychological, social, or legal. This bachelor's thesis focuses on entrepreneurship from an economic perspective, which is understood as the utilization of available economic resources and time to increase their original value. This is the process of creating new value through the efficient use of available assets. (VEBER & SRPOVÁ, 2012)

“Entrepreneurship – the process of creating something new that carries value by investing the necessary time and effort, assuming the associated financial, psychological, and social risks, and receiving the resulting reward in the form of monetary gain and personal satisfaction.” (HISRIC, 1996)

2.2 Entrepreneur

The term entrepreneur has various definitions depending on the field. In the context of this thesis, the legal definition is the most important.

„Anyone who independently carries out a gainful activity on their own account and responsibility, in a trade or professional manner, with the intention of doing so continuously for the purpose of making a profit, is considered an entrepreneur with regard to this activity. “ (Czech republic, 1991)

Afterwards also:

“An entrepreneur under this Act is:

a) a person registered in the Commercial Register,

- b) a person conducting business on the basis of a trade license,
- c) a person conducting business on the basis of an authorization other than a trade license under special regulations,
- d) a natural person engaged in agricultural production who is registered in the relevant records according to a special regulation.” (Czech republic, 1991)

2.3 Enterprise

“For the purposes of this Act, an enterprise is understood to mean a set of tangibles, as well as personal and intangible components of business. The enterprise includes assets, rights, and other property values that belong to the entrepreneur and are used for operating the enterprise, or which, by their nature, are intended to serve this purpose.” (Czech republic, 1991)

Furthermore:

“An enterprise is a collective thing. Its legal relationships are governed by the provisions concerning things in the legal sense. This does not affect the applicability of special legal regulations relating to immovable property, objects of industrial and other intellectual property, motor vehicles, etc., if they form part of the enterprise.” (Czech republic, 1991)

2.4 Startup

According to Eric Ries, the author of one of the most well-known books on building startups. “*A startup is a human institution designed to create a new product or service under conditions of extreme uncertainty.*” (RIES, 2011) His definition contains several important elements. It emphasizes the creation of a new product or service, while pointing out that its sustainability, profitability, functionality, and other business-related aspects have not yet been fully explored. As a result, the outcome of such an endeavor cannot be predicted in advance, whether it will succeed or fail remains uncertain.

2.5 The Lean Startup Methodology

In today's dynamic business environment, traditional management models often prove ineffective when applied to new ventures operating under extreme uncertainty. The Lean Startup methodology offers a modern, scientific approach to creating and managing startups and new products. Its principles are derived from lean manufacturing, which was pioneered by Toyota, and adapted for entrepreneurship by Eric Ries. Ries built upon the foundational work of Steve Blank in customer development.

The primary goal of the Lean Startup methodology is to mitigate risk and avoid developing products that customers do not want. This is achieved through a core feedback loop: Build-Measure-Learn. Rather than engaging in extensive planning, a startup quickly builds a minimum viable product (MVP) to test a core hypothesis. The startup then measures customer reactions and collects data, leading to validated learning. Based on this learning, the team decides whether to continue with the current strategy or pivot to a new one.

2.5.1 The Build-Measure-Learn Feedback Loop

The Build-Measure-Learn feedback loop is the driving force behind the Lean Startup methodology. The objective is not only to complete the loop, but to cycle through it as efficiently as possible to accelerate validated learning. Each phase of the process is designed to serve a specific purpose that extends well beyond the mere creation of a product.

Phase 1: The Idea

Everything begins with an idea. This idea represents the foundational vision for a new product or service and is the starting point of the entire feedback loop. The idea encapsulates the initial concept of which problem to solve and for whom. At this stage, the idea is largely a set of unproven assumptions. This raw concept serves as the impetus for the entire process, providing direction for what the feedback loop should explore and validate.

Phase 2: Build

The build phase is where the abstract idea is transformed into a tangible product. To do this effectively, the core assumptions contained within the idea must be broken down into specific, testable hypotheses. The two most critical types are the Value Hypothesis (which tests if the product delivers real value to users) and the Growth Hypothesis (which tests how the business will attract new customers). The objective of this phase is not to create a finished product, but rather to swiftly develop a Minimum Viable Product (MVP). This MVP will then be utilized to test these core hypotheses.

Phase 3: Measure

The measurement phase begins once the MVP is in the hands of early adopters. It's important to avoid vanity metrics here, such as total registrations or page views. While these numbers may appear impressive, they reveal little about customer behavior or true value. Lean Startup focuses on actionable metrics that demonstrate clear cause and effect. Examples include conversion rates, user activation rates, customer retention rates, and customer acquisition costs. This type of measurement provides the hard data needed for the final phase.

Phase 4: Learn

This is the most critical phase of the loop. The collected data is then analyzed to generate validated learning insights backed by factual evidence. Based on this learning, the team will make one of two crucial decisions. If the data confirms the initial hypotheses, the team chooses to persevere, continuing to develop and optimize the strategy while initiating another loop with a new, more refined hypothesis. Conversely, if the data contradicts the hypotheses, the team must adjust their approach. A pivot is a methodical course correction intended to test a novel fundamental hypothesis concerning the product, strategy, or engine of growth. This shift does not represent a failure, but rather a strategic decision to modify a fundamental aspect of the business model without compromising the overarching vision. This decision finalizes the previous stage and initiates a new one, leveraging the insights gained to inform future actions.

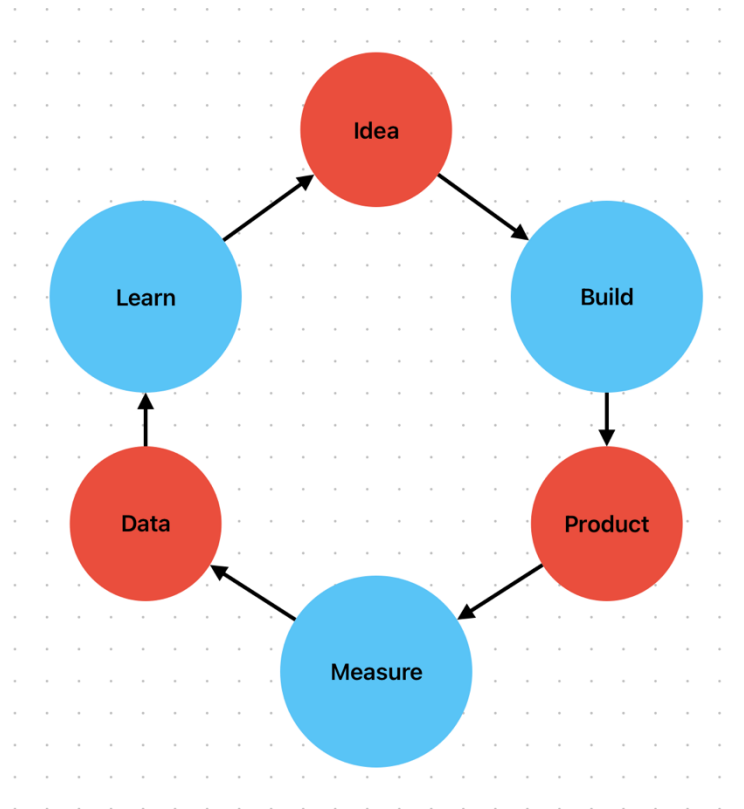


Figure 1: The Build-Measure-Learn Feedback Loop

(Source: (Ries, 2015))

2.5.2 Minimum Viable Product (MVP)

An MVP is not the most minimal product possible, but rather the fastest way to start the Build-Measure-Learn feedback loop with the least effort. Unlike traditional development, which involves a long incubation period aimed at perfection, the goal of an MVP is to begin the discovery process, not end it. Unlike a prototype, which primarily tests design or technical aspects, an MVP's core function is to test fundamental business hypotheses.

RIES, Eric, 2011. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*.

2.6 Form of Companies

Entrepreneurship in the Czech Republic can take the form of either sole proprietorship or a legal entity, with each form having its own legal and administrative specifics. Below are detailed descriptions of the various types of companies and their characteristics.

2.6.1 Self-Employed Persons

A self-employed person is the simplest and most chosen form of business in the Czech Republic. This form is primarily for individuals who need to operate independently, without the need for an organizational structure or initial capital. A self-employed person conducts business based on a trade license, which can be easily obtained from the trade office. The registration process is straightforward and includes a fee of 1,000 CZK. The main advantages of this form of business are low administrative burden and quick establishment. Self-employed individuals can also benefit from flat-rate expenses, which make tax record keeping easier. However, the biggest disadvantage is unlimited liability, meaning that the entrepreneur is personally responsible for all business obligations with their personal assets. This can be risky, especially if the business fails. (Czech republic, 1991)

2.6.2 Limited Liability Company

A limited liability company is the most common form of capital company in the Czech Republic. This legal entity is suitable for both individuals and groups of entrepreneurs who wish to limit their personal risks. The partners of an s.r.o. are only liable for the company's obligations up to the amount of their unpaid contributions, which is a main advantage compared to being self-employed. Establishing a limited liability company is more administratively demanding than registering as a self-employed individual. It requires a notarial record of the founding deed, registration in the Commercial Register, and proof of consent from the property owner regarding the company's registered office. The minimum share capital is a symbolic 1 CZK, which makes it easier to set up an s.r.o. However, the downside is more complex company management, the requirement to maintain complete accounting, and higher tax burdens. The company's profit is subject to 19% corporate income tax, and when distributed to shareholders, an additional 15% personal income tax is withheld. (Czech Republic, 2012)

2.6.3 Limited Partnership

A commercial company is a hybrid form of business that combines elements of both partnerships and corporations. In this type of company, there are two types of partners: general partners and limited partners. General partners have unlimited liability, which

means they are personally responsible for the company's obligations and typically manage the business. Limited partners, on the other hand, are only liable to the extent of their unpaid contributions and do not participate in the management of the company.

The Business Corporations Act (No. 90/2012 Sb.) does not set a fixed minimum contribution for limited partners, meaning the required amount is determined by the partnership agreement (it can even be a symbolic 1 CZK).

From a tax perspective, general partners pay 15% personal income tax, while limited partners (if they are legal entities) are subject to 19% corporate income tax on their share of the profit.

A limited partnership is particularly suitable for entrepreneurs who want to share the business risk with other partners. However, a more complex legal structure and higher administrative burden can be considered disadvantages. (Czech Republic, 2012)

2.6.4 General Partnership

A general partnership is a type of partnership business that does not require a minimum share capital. This form of business is based on the personal participation of the partners, who are jointly and severally liable for the company's obligations with their entire personal assets. A general partnership must be established by at least two partners through a written partnership agreement.

This form is particularly suitable for small businesses where trust between partners is crucial. One advantage is that the company's profit is not subject to corporate income tax. Instead, the profit is directly distributed among the partners, who then pay 15% personal income tax (if they are individuals).

However, a major drawback is the unlimited liability of the partners, which can be risky, especially in highly competitive or high-risk industries. (Czech Republic, 2012)

2.6.5 Cooperative

A cooperative is an association of an unlimited number of individuals, established either for business purposes or primarily to meet and support the needs of its members (e.g., in housing or social services). In the Czech legal system, cooperatives are regulated by Section 552 and following of Act No. 90/2012 Sb., on Business Corporations, and are also subject to certain general provisions of the Civil Code (No. 89/2012 Sb.). The law

does not specify a minimum share capital, but members must pay a membership contribution, as defined in the cooperative's statutes. Unlike a general partnership, cooperative members are not personally liable for the cooperative's obligations; in practice, their liability is usually limited to their paid membership contributions. The highest governing body of a cooperative is the general meeting of members, which elects the board of directors (or the chairman of the cooperative) and the supervisory committee. (Czech Republic, 2012)

2.7 Company Formation Procedure

This section describes the key legal and administrative steps involved in establishing a business entity in the Czech Republic, including sole proprietorships, limited liability companies, limited partnerships, public companies and cooperatives. (KORÁB & MIHALSKO, 2005)

2.7.1 Drafting the Memorandum of Association

The Memorandum of Association is a fundamental document required for establishing a business company. It outlines most important details including company name, registered office, business objectives, capital contributions, and details of the founders. All founders must sign this document and their signatures must be then officially notarized. Alternatively, an authorized representative can sign the Memorandum of Association on behalf of the founders if equipped with a notarized Power of Attorney. In such cases, this notarized Power of Attorney must be attached to the Memorandum.

2.7.2 Capital Deposit and Administrator's Declaration

The registered capital of a company consists of both monetary and non-monetary contributions made by shareholders, expressed in Czech currency and forming part of the company's equity. The minimum capital requirement and its amount depend on the company type and must be recorded in the Commercial Register. Shareholders may contribute cash or other assets with verifiable value that can be economically used by the company. Contributions in the form of work or services are not permitted. Non-monetary contributions must be paid before the capital is registered and are usually appraised by an

expert. Before the company is formed, contributions are managed by an appointed administrator, notary, or bank. Ownership transfers to the company upon its formation. For real estate, registration in the land registry is required. After formation, the administrator transfers the contributions to the company and issues a written confirmation for the Commercial Register. If the declared contribution is higher than what was received, the administrator is liable to creditors for the difference for five years.

2.7.3 Obtaining a Trade License (Business Authorization)

Criminal Record Extract

The founders must obtain the relevant trade license based on the type of business activity. When establishing any trade, the operator is obliged to demonstrate good character (integrity) as part of the licensing process. The easiest way to obtain a criminal record extract is through the online public administration portal, where it can be obtained in a few minutes.

Administrative Fee Payment

As part of the licensing process, an administrative fee must be paid. According to Act No. 634/2004 Coll., on Administrative Fees, the standard fee for filing a trade license notification (for free, craft, or regulated trades) is CZK 1,000. The same amount applies when submitting an application for a concession (licensed trade). Payment can be made directly at the Trade Licensing Office typically in cash or by card via bank transfer, or using a postal money order. When applying electronically through the Public Administration Portal, the fee is usually reduced by 20%, making the online option both faster and more economical. (KORÁB & MIHALISKO, 2005)

Trade Notification or Concession Application

According to Act No. 455/1991 Coll., the Trade Licensing Act, the process of obtaining a trade license depends on the type of trade:

Notification-based trades

The applicant submits a notification to any Trade Licensing Office using the Single Registration Form (Jednotný registrační formulář), either in person or electronically via

the Public Administration Portal. Upon meeting the conditions set by the law, the office issues a trade license automatically, usually within a few working days.

Concession-based trades

For licensed trades listed in Annex 3 of the Trade Licensing Act, the applicant must file a concession application. The license is issued only upon a positive statement by that authority, and the entire process may take up to 60 days.

In both cases, the applicant must meet general conditions: legal capacity, clean criminal record, and for craft and regulated trades also specific professional competence.

Required Documents

- Original Memorandum of Association or Founding Deed: According to § 25 of the Trade Licensing Act (Act No. 455/1991 Coll.), a legal entity must submit the founding legal document as part of the trade license application. This document must be in the form of a notarial deed and serve as evidence of the company's legal formation and structure.
- Proof of special professional competence: For craft and regulated trades, the applicant must prove that they meet the professional requirements stipulated by law. As stated in § 7 and Annex No. 2 of the Trade Licensing Act, this may include vocational diplomas, certificates, or documents proving years of experience in the field.
- Criminal record extracts (often obtained electronically by authorities).
- Proof of specialized qualifications or certifications, if applicable.
- Original notarized Memorandum or Founding Deed.
- Payment confirmation for administrative fees.

2.7.4 Application for Registration in the Commercial Register

After obtaining a trade licence, the company must file an application for registration with the competent regional court on the prescribed form in accordance with Act No. 304/2013 Coll. (Sections 25 and 27). (KORÁB & MIHALISKO, 2005)

Mandatory attachments include:

- Notarized Memorandum or Founding Deed
- Trade license or concession certificate
- Bank confirmation of capital deposit
- Proof of registered office (e.g., lease or owner's consent)
- Administrator's capital contribution statement
- Court fee payment (CZK 6,000 in paper form; CZK 2,700 electronically, per Act No. 549/1991 Coll.)

Once approved, the company is registered and becomes a legal entity. Typically within five working days.

2.7.5 Subsequent Obligations and Registrations

After successful registration in the Commercial Register, the business must fulfill additional legal obligations as required by Act No. 280/2009 Coll., the Tax Code:

- Registration with the tax authorities (income tax, VAT registration).
- Registration for social security and health insurance contributions (especially if employing personnel).
- Establishing a dedicated business bank account for operational financial transactions. (KORÁB & MIHALISKO, 2005)

2.8 Business plan

A business plan is a fundamental document that systematically summarizes all essential aspects of a business idea. It serves as a tool for planning, managing, and evaluating business activities, while also acting as a means of communication with external entities such as investors, banks, and business partners. Its primary objective is to verify the feasibility and viability of the business concept. (SRPOVÁ, 2011)

Creating a business plan allows an entrepreneur to identify key areas of the business, from goal setting, market and competition analysis, to designing marketing strategies and financial planning. At the same time, it provides answers to fundamental questions: What

are the entrepreneur's objectives? What resources are needed to achieve them? How will these objectives be implemented?

A business plan does not have a strictly defined structure, and it can be adjusted according to the specific requirements of its recipients. Banks typically require a detailed analysis of financial and legal aspects, whereas investors often prefer concise formats, such as presentations. However, there are standard sections that a business plan usually includes from an introductory description of the concept and analysis of opportunities to an implementation and financial plan. (SRPOVÁ, 2011)

Below is an example of several business plan structures from the book *Podnikatelský plán a strategie*:

1. Title Page

Includes the name of the business plan, the entrepreneur's or company's name and contact details, the date of completion, and possibly the company logo.

2. Table of Contents

A list of chapters and subchapters with page numbers for easy navigation within the document.

3. Introduction and purpose of the document

The introduction clarifies the plan's aim, scope, level of detail, and intended audience, such as potential investors. It also specifies the document's status and version, e.g., whether it is an initial release with some chapters still in development, a forthcoming update that will add missing details, or a final version.

4. Executive Summary

This is an overview, not an introduction. It should spark interest and highlight the details that follow. Describe what you offer, explain why it is better for customers and the market, discuss the competition, introduce the key team and their results, and present headline numbers such as the total capital needed, external funding, financing horizon,

interest rate, and repayment capacity. The length depends on the venture and its capital needs. Although it is placed first, write it last after the plan is complete.

5. Business Opportunity Description

In this section, the entrepreneur explains the business opportunity they have identified. This opportunity could be a gap in the market or a new technical principle, for example. The entrepreneur must convince the reader that now is the best time to implement the idea. The plan should explain who needs the product or service and how the concept will generate revenue and profit. Readers should understand how customers currently address their problems and what new solutions the proposed business will offer.

6. Company and Ownership Goals

The goal of this chapter is to convince the reader that the company and its management are capable of successfully implementing the project. Investors and partners are more likely to believe in a project's success when they trust the competence of the management team. Even innovative products and technologies can fail due to poor leadership. Therefore, investors will want to verify that the team possesses the necessary skills or has a plan to engage relevant experts and specialists. This section should define the company's goals, the personal goals of the owners and managers, and the strategy for building the team.

7. Market Analysis

A business plan can only succeed if there is a market interested in the proposed products or innovations. Investors and potential partners are therefore interested in facts about potential markets and opportunities to capitalize on them. A thorough analysis must demonstrate the existence of these markets and provide key data on their size, typical profitability, entry barriers, and customer characteristics. The business plan should specify both the total market and the target market. The total market includes all possible uses for the product or service, but is not described in full detail. Instead, the focus is placed on the specific target customer segments that the business aims to serve.

8. Competitive Analysis

Founders often think they don't have any competition. This is almost never true. Since a customer problem can be solved in many ways, the plan must include a focused competitive analysis.

First, identify direct competitors in the same target market, then note potential future ones. If there are many competitors, analyze the main ones and categorize the rest as secondary. Compare the main competitors based on size, growth rate, market share, offerings, service quality, customer focus, pricing, channels, and availability. Summarize your advantages and include detailed tables in an appendix. Since this analysis is partly subjective, verify the findings with customer feedback or a short market survey.

9. Marketing and Sales Strategy

Marketing and sales significantly impact a company's success. The purpose of this chapter is to convince readers that the business has a well-designed marketing and sales strategy. A typical strategy consists of three core decisions: selecting a target market, defining product positioning, and determining the marketing mix. After selecting a target market, a business defines its market position, or how it wants to be perceived by customers in relation to its competitors. The business then executes this positioning through the marketing mix, a set of combined tools most commonly referred to as the 4Ps: product, price, place, and promotion.

10. Implementation project plan

An essential part of creating a business plan is developing an implementation schedule that outlines the timeline for all activities and their execution. This project plan defines all important steps and milestones, as well as their respective deadlines. Gantt charts are often used for this purpose because they visually represent planned activities as segments on a timeline. This makes it clear when each task must begin and end, and how long each task will take. The start and endpoints of these segments serve as milestones. This schedule is also crucial for financial planning because it helps determine the timing and amount of investments and operational expenditures.

11. Financial Plan

The financial plan converts the previous sections of the business plan into numerical data, demonstrating the project's economic viability. It typically includes a cost and revenue plan, a cash flow plan, a projected profit and loss statement, a projected balance sheet, a financial analysis, and a break-even point calculation. It's important to note that a new business requires capital for establishment, asset acquisition, and operating expenses until it begins generating revenue (e.g., rent, salaries, utilities, and purchased goods). It is a common mistake among inexperienced entrepreneurs to confuse profit and cash flow, revenues and income, or costs and expenses.

12. Risks and Risk Management

In the context of a business plan, risk is defined as a negative deviation from set goals that has an unfavorable impact on the company. Risk analysis provides a dual perspective on the business plan. It helps outline the probability of a risk scenario occurring and serves as a basis for creating strategies to mitigate these risks. It is better to proactively analyze the project from all angles, consider all possibilities and eventualities, and prepare a solution.

13. Attachments

Supplementary materials such as resumes of key personnel, product technical specifications, or market research results. (SRPOVÁ, 2011)

2.9 Implementation Schedule Framework

When creating an implementation schedule for a startup, it is essential to create a time-structured plan that clearly defines the sequence of individual activities, their duration and interdependencies. The implementation schedule translates the general business plan into a specific timeline, allowing for efficient resource allocation. The entrepreneur should identify key milestones, estimate realistic durations for each task, consider potential obstacles, and create time reserves for unexpected events. It is also crucial to distinguish between activities that are interdependent and those that can be executed

concurrently. A well-developed schedule helps reduce the risk of delays, supports smooth execution, and facilitates timely decision-making.

Effective implementation planning should also include tools for monitoring and evaluation, such as Gantt charts or network diagrams. Moreover, the schedule serves a communicative function ensuring that all team members and external partners share a common understanding of the project's timeline. For a startup, where success depends on the timely launch of activities (e.g., events, marketing campaigns, or expansion into other cities), a schedule is an indispensable tool for coordinating tasks and preventing operational chaos. The principle applies clearly: the more thoroughly the schedule is prepared, the higher the likelihood of successfully realizing the entire business concept. (AYELE, 2023)

2.10 Marketing Strategy

A marketing strategy represents a set of planned steps and decisions aimed at effectively targeting a market segment and creating a sustainable competitive advantage. For early-stage businesses, a well-developed marketing strategy is crucial as it allows not only for the establishment of a customer base but also for building a strong brand and a clear value proposition in a highly uncertain environment. (BURNS, 2016)

2.10.1 Market Segmentation and Value Proposition

At the core of any marketing approach is thorough market segmentation. Appropriate segmentation enables a company to target specific customer needs, leading to better product or service adaptation. Segmentation criteria may include demographic, geographic, behavioral, or psychographic factors. (OSTERWALDER, 2015)

The value proposition must clearly communicate why customers should choose a specific product or service. It can be based on innovation, problem-solving, enhanced user experience, or a better price-to-performance ratio. (OSTERWALDER, 2015)

2.10.2 Marketing Mix (4P)

The marketing mix includes four key components (product, price, place, promotion), which must be coordinated and adapted to the characteristics of the target market. (KOTLER & ARMSTRONG, 2004)

Product

The product must meet customer needs, be competitive, and deliver clearly perceived value. It may include physical goods, services, experiences, or a combination of these.

Price

Pricing strategies can be based on cost, customer-perceived value, or competitive positioning. Approaches include penetration pricing, premium pricing, or dynamic pricing.

Place (Distribution)

Distribution strategy determines how the product reaches the customer. It may involve direct sales, intermediaries, e-commerce, or physical retail.

Promotion

Promotion encompasses all communication activities designed to inform, persuade, and remind the target audience. Tools include advertising, personal selling, sales promotion, and online marketing (KOTLER & ARMSTRONG, 2004)

2.10.3 Brand Building

In today's competitive landscape, building a strong brand is essential. A brand is not just a name or logo, but a set of emotions, values, and trust associated with a product or business. The brand should be consistent, authentic, and aligned with customer expectations. (VEBER & SRPOVÁ, 2012)

Corporate social responsibility (CSR) can enhance trust in the brand and customer loyalty. Elements such as environmental responsibility, ethical behavior, and community involvement contribute to the brand's identity. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.10.4 Business and Revenue Models

A marketing strategy must be tightly linked to the overall business model. From the perspective of revenue generation, companies may adopt various models including:

Freemium: offering a basic version of the product for free and charging for premium features,

Affiliate/partnership: cooperation with external partners for a commission,

Subscription: regular monthly or annual payments,

Sponsorship/advertising: revenue from ads or corporate partnerships

(OSTERWALDER, 2015)

2.10.5 Marketing Metrics and Planning

To evaluate the impact of the marketing strategy, relevant metrics should be set, such as CPA (cost per acquisition), LTV (lifetime value of a customer), retention rate, conversion rate, or engagement rate. These indicators allow for continuous monitoring of the progress of marketing campaigns and the achievement of strategic goals. (BURNS, 2016)

2.11 Financial analysis

Financial analysis is an essential part of business resource analysis. It focuses on projecting the financial resource requirements of various activities, allowing for an assessment of resource balance within the organization. Due to the complex nature of financial factors, financial analysis provides insights into the impact of key decisions, such as market share, new production programs, investments, marketing strategy, capital structure, dividend policy, or stock issuance decisions. At the same time, it allows for an evaluation of the combined effects of these decisions on the business as a whole.

Types of Financial Analysis

Financial analysis can be conducted in two fundamental ways:

Ex post analysis

Evaluates the past performance of the company and provides feedback on previous managerial decisions and their practical consequences.

Ex ante analysis

It focuses on the future development of the company and its financial position. This approach is particularly important for strategic planning, where it is crucial to understand past trends and influences in order to determine future impacts. (SEDLÁČKOVÁ & BUCHTA, 2006)

Break-Even Point

The break-even point is an important tool in financial analysis that helps determine when a business will start generating profit. It represents the sales level at which revenues cover all costs, both fixed and variable. The break-even point is crucial for planning, as it helps define the minimum sales level needed for business sustainability. Understanding this threshold allows for better resource allocation and the setting of realistic goals. (SEDLÁČKOVÁ & BUCHTA, 2006)

Importance of Financial Analysis

Financial analysis provides crucial information for management decision-making and for other stakeholders, such as investors and creditors. It aids in assessing resource utilization, identifying risks and opportunities, and thus supports effective planning and management.

The results of financial analysis serve as a foundation for defining strategic goals, determining competitive advantages, and identifying the strengths and weaknesses of the business. By monitoring key financial indicators, companies can adapt to changing market conditions and better plan their development. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.12 Methods for External Environment Analysis

The external environment of a company includes factors that the organization cannot directly influence but that significantly affect its operations and strategic decision-making.

Few key methods will be used for the analysis of the external environment of the student startup. Market size Analysis and Customer analysis, which focuses on estimation of market size and customer needs. PEST analysis, which focuses on macroeconomic factors, and Porter's five forces model, which assesses the competitive environment. These methods will help identify opportunities and threats in the external environment and provide a foundation for effective strategic planning.

2.13 Market Size Analysis

2.13.1 Introduction

A thorough market analysis is essential for planning and verifying the viability of any business venture. As (SRPOVÁ, 2011) states, market analysis is a standard component of any quality business plan because it provides key information about target customers, the competitive environment, and the overall market potential. In the modern context of startups operating in a highly uncertain environment, a specific, systematic framework is necessary.

2.13.2 Sector Analysis

Sector analysis divides an economy into sectors based on economic activity to provide a macroeconomic context for a business. The economy is traditionally divided into three sectors:

- primary (raw material extraction)
- secondary (manufacturing)
- tertiary (services)

Modern economies also recognize a quaternary (knowledge-based) sector and a quinary (high-level decision-making) sector.

For this thesis, the analysis uses secondary data from public sources, such as government statistics (ČSÚ), industry reports, and academic publications. This approach establishes the broader economic context for the startup efficiently, allowing the primary research (interviews) to focus on gathering specific insights from the target audience.

2.13.3 TAM, SAM, SOM Analysis

The TAM, SAM, and SOM framework provides a hierarchical view of the market by progressively narrowing the focus from maximum theoretical potential to an achievable target. This model is highly regarded in the venture capital investment environment because it effectively conveys both a long-term vision and a practical short-term plan. (Athanasios, 2023)

Total Addressable Market (TAM)

TAM (Total Addressable Market) represents the total global demand for a given product or service. It is the maximum possible revenue that could be achieved with 100% market share and no limitations, such as competition or geographical availability. TAM is not a revenue forecast, but rather an estimate of the total market size, which indicates the business's long-term growth potential.

Serviceable Available Market (SAM)

SAM, a subset of TAM, represents the portion of the market that a company can realistically reach and serve with its current business model and geographical scope. Analyzing SAM is crucial because it defines a business's actual "battlefield" and helps identify ideal customer segments on which marketing and sales activities should focus.

Serviceable Obtainable Market (SOM)

SOM is a subset of SAM and represents the portion of the market that a company can realistically capture in the short to medium term, considering its resources, competitive environment, and marketing strategy. Of these three indicators, SOM is the most practical because it represents a concrete, achievable goal that directly feeds into financial projections. While TAM and SAM define the opportunity, SOM defines the plan.

In the context of modern entrepreneurship, market size analysis is not viewed as a static plan but rather as a set of hypotheses about the market. As previously described in the chapter on the Lean Startup methodology, these hypotheses must be systematically tested through the Build-Measure-Learn feedback loop. The results of this analysis, particularly the SAM and SOM, provide crucial quantitative information for strategic tools such as the Lean Canvas, specifically for the "Customer Segments" and "Revenue Streams"

sections. This connects the quantified market potential directly to the business model. (Athanasios, 2023)

2.14 Interview

The interview is one of the most common methods for collecting primary data in marketing research. Its essence lies in the direct, dynamic interaction between an interviewer and respondent. This conversational approach aims to obtain detailed information, opinions, and attitudes, as well as the underlying motivations that would be difficult to uncover through other techniques. Quantitative methods, such as questionnaires, often have predefined answers and offer little room for clarification or follow-up questions. Thus, they capture the "what" but often miss the "why" behind a respondent's decisions.

According to (Hague, 2003) larger British companies that focus on marketing research heavily rely on personal and telephone interviews. Together, these two methods account for approximately two-thirds of all data collection techniques, underscoring their dominant position. These methods are popular because they generate data with high informational value and depth. This depth stems from the opportunity to probe for more detailed responses, clarify ambiguities, and explore unexpected avenues of thought that arise during the conversation. This leads to richer, more nuanced insights into consumer behavior.

2.14.1 Types of Interviews

There are several categories of interview methods, each with specific advantages and disadvantages that make them suitable for different research contexts. The two most commonly used methods are personal and telephone interviews.

2.14.2 Personal Interview

A personal interview is based on a direct meeting between the interviewer and respondent. This type of synchronous communication allows for verbal exchange and the crucial

observation of nonverbal cues, both of which are vital for correctly and holistically interpreting the answers.

Advantages of Personal Interviews

Better Explanation

During a personal interview, respondents have more time to formulate thoughtful answers, and interviewers can clarify complex questions to prevent misunderstandings. The interviewer can present auxiliary materials, such as product prototypes, advertisements, or packaging designs, to gauge immediate, unfiltered reactions and ensure the respondent correctly understands all concepts.

Depth

Respondents often perceive personal interviews as more formal and serious events. This increases their sense of being valued and their willingness to share detailed, honest, and reflective opinions. This environment is conducive to exploring sensitive topics that respondents might hesitate to discuss in a less personal setting.

Higher Accuracy

The interviewer has full control over the interview environment and can verify the identity of the respondent. This is essential for ensuring that the data comes from the intended demographic (e.g., the primary household decision-maker). With the respondent's consent, their identity can be verified, which minimizes the risk of fraud or misrepresentation.

Attention

The one-on-one, dedicated setting ensures that the respondent devotes their full attention to the interview. This minimizes the risk of interruptions or multitasking, such as watching TV or browsing the internet, which can compromise the quality and reliability of data collected through less controlled methods.

Non-verbal Signals

The interviewer can observe the respondent's body language, gestures, and facial expressions, such as hesitation, enthusiasm, or confusion. These nonverbal signals

provide valuable secondary information that can reinforce or contradict verbal responses, offering deeper insight. (Hague, 2003)

Disadvantages of Personal Interviews

Organizing

Planning and conducting personal interviews is time-consuming and logistically demanding. Careful coordination of schedules, route planning for interviewers, and distribution of materials are required, as well as rigorous training to ensure consistency across the team. This is especially important when the research is conducted over a large territory.

Higher Costs

This is generally the most expensive form of data collection. Costs include not only interviewer compensation, but also significant expenses for training, travel, printing materials, and potentially respondent incentives to encourage participation.

Time-Consuming

Arranging appointments, traveling between respondents, and conducting lengthy interviews can significantly extend the duration of fieldwork. Even a single cancellation or delay can throw off an entire day's schedule, which could extend the data collection phase of large-scale studies by several weeks or even months.

2.14.3 Telephone Interview

A telephone interview is a popular alternative to a face-to-face meeting because it is cost- and time-efficient.

Advantages of Telephone Interviews

Speed and Low Cost

Compared to personal interviews, especially for business-to-business (B2B) research, the telephone method is significantly faster and cheaper. It eliminates travel time and expenses, enabling a national study to be completed in days instead of weeks.

Safety and Privacy

Interviewers can conduct research from a safe, central location, thus avoiding travel to unfamiliar or potentially unsafe environments. Similarly, respondents may feel more comfortable because they do not have to let a stranger into their home, which gives them a greater sense of control and privacy.

Easier Supervision

When telephone interviews are conducted from a central call center, supervisors can easily monitor them in real time. This enables immediate feedback for interviewers, correction of improper questioning techniques, and strict adherence to the research script. These measures enhance data quality and consistency. (Hague, 2003)

Disadvantages of Telephone Interviews

Limited Use of Visual Aids

This method is not suitable for research that requires showing respondents visual materials, such as product packaging, logos, or print advertisements. This limitation makes it an unsuitable choice for concept testing that relies on visual stimuli.

Limited Length and Depth

Telephone interviews are ideal for shorter, more structured questioning, typically lasting 10–15 minutes. Building rapport is more difficult over the phone, so respondents are less likely to provide long, elaborate answers. This format is not conducive to in-depth probing of complex or sensitive topics.

Absence of Non-verbal Communication

The lack of personal contact means the interviewer loses a whole channel of communication. Without the ability to observe body language or facial expressions, it becomes more difficult to gauge the respondent's level of engagement or sense unspoken attitudes that might contradict their verbal responses.

2.14.4 Targeted Interview

For the purposes of this thesis, the targeted interview method will be employed. This approach is rooted in purposive sampling, a non-probability technique in which the interviewer focuses on a predefined and carefully selected group of respondents rather than approaching random individuals. The target group is determined based on criteria directly relevant to the research objectives. Criteria for selecting the target group may include:

- **Demographic characteristics:** Age, gender, education, marital status.
- **Socioeconomic factors:** A specific profession, income bracket, or social status.
- **Geographic location:** Residence or work in a specific city, region, or country.
- **Psychographic traits:** Shared lifestyle, values, interests, or opinions.
- **Behavioural patterns:** Documented purchasing habits, loyalty to a certain brand, or direct experience with a specific product, service, or technology.

The primary advantage of a targeted interview is the relevance and depth of the data obtained. Since only individuals with direct experience or specific knowledge of the topic are interviewed, the information gathered is deeper, more specific, and more reliable. This method enables researchers to delve into the core of the problem and obtain actionable insights from key stakeholders, effectively reducing the "noise" from irrelevant or uninformed respondents. For this thesis, respondents will be selected based on their professional experience and role in the industry under investigation. This ensures the collected data reflects an in-depth understanding of industry practices, challenges, and future trends, which is essential to achieving this research's objectives.

2.14.5 Creating the Interview Guide (Script)

After defining the target group and selecting the interview method, it is crucial to prepare an interview guide or script to ensure the validity and reliability of the research. The guide ensures that all relevant thematic areas are covered and that consistency is maintained across all interviews. The guide is not a rigid script, but rather a structured plan that allows for flexibility while maintaining focus on the research objectives.

The guide is usually divided into three main parts:

Introduction

The goal is to establish rapport with the respondent, create a trusting atmosphere, and define the interview's framework. This includes introducing the interviewer and institution, explaining the research's purpose, ensuring anonymity and confidentiality of the data, and obtaining informed consent to participate and be recorded.

Main Body:

This section contains the research questions, which are arranged in a logical progression from general to specific. This approach gradually draws the respondent into the topic. It is advisable to combine different types of questions:

- **Open-ended questions:** These encourage respondents to provide detailed, narrative answers (e.g., "How would you describe your experience with...?" or "What do you think about...?"). These questions are crucial for gaining in-depth insight.
- **Probing questions:** These are used to further explore a response and obtain more detailed information (e.g., "Could you give a specific example?" or "Why do you think so?" or "How did that affect your decision?").
- **Specific and closed-ended questions:** Specific and closed-ended questions: These are used to ascertain specific facts or confirm information (e.g., "How often do you use this service?").

Conclusion

This serves as a smooth ending to the interview. The interviewer should thank the respondent for their time and willingness to participate. They should also briefly summarize the main points, if appropriate, and offer the respondent an opportunity to ask additional questions. This leaves a positive impression and strengthens the respondent's willingness to cooperate in the future.

A carefully prepared guide minimizes interviewer bias and ensures that the collected data is comparable and can be analyzed systematically.

2.15 PEST

PEST analysis is an important method for examining the macroenvironment of a business. It focuses on four main areas of influence: political and legislative, economic, social, and technological factors. Its goal is to identify opportunities and threats in the external environment that may impact strategic decisions and long-term business planning. Each group of factors includes specific influences, whose significance varies depending on the industry, specific company, and its current situation.

PEST analysis provides a systematic framework for evaluating the macroenvironment and helps businesses understand how external factors influence their operations. It is particularly useful for strategy development, market entry, or adapting to changes in the business environment. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.15.1 Political and Legislative Factors

Political and legislative factors include political stability, legislative frameworks, and regulations that affect business activities. These factors include tax policy, export and import regulations, antitrust laws, environmental protection policies, and other legal standards. These influences create the framework within which businesses operate and can determine the scope of their activities and strategic focus.

Political stability plays a key role in creating favorable conditions for business. An unstable political environment or frequent legislative changes may pose risks and impact long-term investments or business development plans. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.15.2 Economic Factors

Economic factors include macroeconomic indicators such as economic growth, inflation, interest rates, exchange rates, and tax policies. These factors impact financial stability, investment decisions, and competitiveness. Economic growth creates market opportunities, while economic recessions can lead to a decline in demand and increased competition. Inflation and exchange rates influence raw material costs, profitability, and competitiveness in foreign markets. The ability to anticipate the development of these

factors is crucial for effective planning and achieving strategic goals. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.15.3 Social and Demographic Factors

Social and demographic factors reflect changes in population, lifestyle, values, and cultural norms. These influences affect consumer behavior, preferences, and demand for products and services.

Demographic changes, such as an aging population, urbanization growth, or population size variations, can create new business opportunities. Lifestyles and the growing emphasis on ecology influence product development, marketing strategies, and corporate values. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.15.4 Technological Factors

Technological factors include innovations, the development of new technologies, and their impact on markets and competition. Businesses that can adapt to rapid technological changes gain an advantage in competitiveness and efficiency. (SEDLÁČKOVÁ & BUCHTA, 2006)

Social and demographic factors reflect changes in population, lifestyle, values, and cultural norms. These influences affect consumer behavior, preferences, and demand for products and services. (SEDLÁČKOVÁ & BUCHTA, 2006)

2.16 Porter's Five Forces

Porter's Five Forces Model, developed by Michael E. Porter, is a strategic tool used to analyse the competitive environment within an industry. This model helps to understand how various forces acting in the market affect competition and the profitability of businesses. It examines five key factors that together determine the attractiveness of an industry and its competitive dynamics. (Team FME, 2013)

These five forces include:

- Competitive Rivalry
- Threat of New Entrants

- Threat of Substitutes
- Bargaining Power of Suppliers
- Bargaining Power of Customers

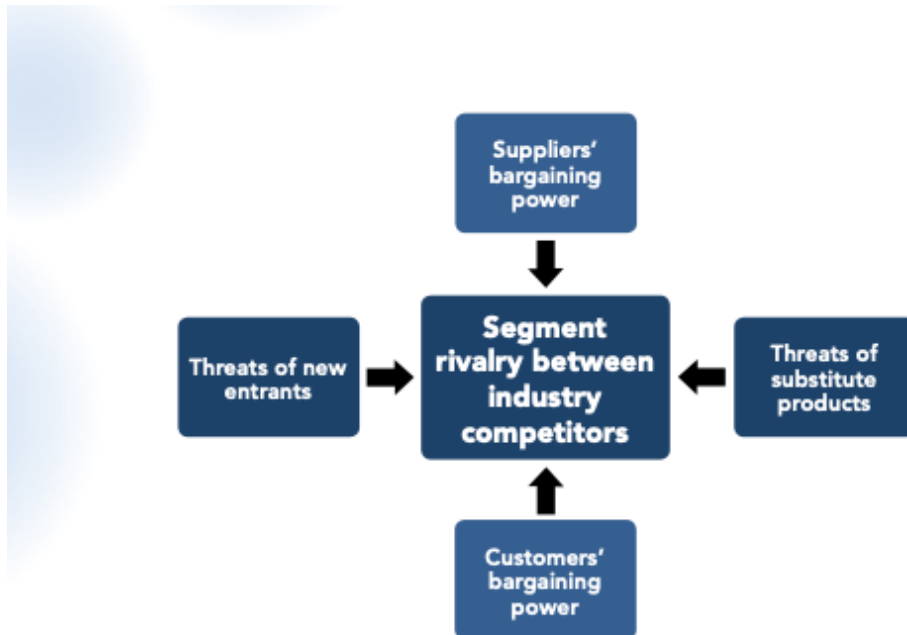


Figure 2: Porter's Five Forces

(Source: (Team FME, 2013))

Porter's model allows companies to better understand the forces shaping their competitive environment and to identify key opportunities and risks.

This framework is widely used in strategic management, as well as in market entry planning, product development, and competitive strategy formulation. Due to its simplicity and practical applicability, it has become one of the most important tools for external environment analysis.

2.16.1 Competitive Rivalry

Competitive rivalry reflects how intensely existing firms compete for the same customers. Rivalry tends to be intense when many similar firms pursue limited growth opportunities, when fixed or inventory costs are high, when it is easy to switch between brands, and

when product offerings are weakly differentiated. These conditions lead to discounting, increased promotional spending, shorter product cycles, and smaller profit margins. Firms can manage rivalry by sharpening their differentiation, improving their service and reliability, raising their perceived switching costs through ecosystems and membership benefits, and pursuing operational excellence to lower unit costs while maintaining or improving quality. Clear positioning and disciplined channel strategy can reduce direct clashes and protect contribution margins. Continually monitoring competitors' moves and customer sentiment helps firms detect escalation early and respond with targeted actions rather than across-the-board price cuts (Team FME, 2013).

2.16.2 Threat of New Entrants

New entrants bring extra capacity and new ideas, which can disrupt prices and standards. The level of threat depends on how difficult it is to enter and survive the initial stages of competition. These barriers include legal and licensing requirements, patents and protected know-how, capital needs and economies of scale, access to distribution channels and locations, brand loyalty and network effects, and the availability of talent and essential resources. Incumbents can raise effective barriers by building trusted brands, securing distribution agreements, investing in data and community assets, and lowering their cost per unit while improving quality. A cadence of visible innovation signals that catching up will be costly and slow. Where entry barriers are high, profits are more stable. Where entry barriers are low, firms should plan for frequent price tests and faster differentiation cycles (Team FME, 2013).

2.16.3 Threat of Substitutions

Substitutes satisfy the same underlying need by offering different solutions. Their presence limits the price that customers will tolerate, and they can divert demand even when products are not directly comparable. The threat increases when substitutes offer a better price-to-value ratio, similar or better performance, and little effort or learning to switch. In response, companies strengthen unique outcomes, improve the total experience, bundle complementary services, and communicate the full cost of switching, including time and risk. Systematic scanning for emerging alternatives and early experimentation with partnerships or integrations reduce surprise and help keep offerings

aligned with how customers solve their "jobs to be done." In markets with few credible substitutes, pricing power and margins tend to be more resilient. However, complacency remains a risk as technologies evolve.

2.16.4 Bargaining Power of Suppliers

Supplier power reflects input providers' ability to raise prices, reduce quality, or restrict availability. Supplier power grows stronger when there are few suppliers, when inputs are unique or certification bound, when switching is risky or costly, and when suppliers can move closer to the end customer. Supplier power also grows when the input represents a large share of the product's cost or is a critical performance component. Firms can mitigate exposure by qualifying multiple sources, standardizing specifications where feasible, deepening partnerships that share forecasts and process improvements, and developing manufacturing options for strategic parts. Contract structures that include volume commitments and service levels, combined with continuous cost transparency, help align incentives and stabilize supply in volatile conditions. (Team FME, 2013)

2.16.5 Bargaining Power of Customers

Buyer power refers to customers' ability to push for lower prices, higher quality, or better terms. Buyer power increases when a few large buyers control demand, when products are undifferentiated, when switching is easy, when buyers are well-informed about costs and alternatives, and when they can credibly integrate upstream. Effective responses focus on differentiation that matters to customers, measurable value beyond the initial price, and fostering deeper relationships through reliable service and positive outcomes. Having a balanced customer portfolio, segmented pricing, and product versions reduces dependence on any single account. Providing clear evidence of total cost of ownership and success metrics shifts the dialogue from price to value, protecting margins over time. (Team FME, 2013).

2.16.6 Evaluation Scale of Force Intensity

To quantitatively assess the influence of individual competitive forces on the business environment of the startup, a five-point evaluation scale was used. On this scale:

- 1 - Very low impact
- 2 - Low impact
- 3 - Medium impact
- 4 - High impact
- 5 - Very high impact

This approach allows not only a clear summarization of the analysis results but also their easy visualization in a table, helping to identify the most significant threats or pressures within the industry. The quantitative rating also provides a foundation for further comparison with other analyses.

2.17 Lean Canvas

Using the Lean Startup approach provided clarity and evidence to this project. We transformed market findings into a few testable assumptions, created a basic Social Games Night with the Passport web app, and tested it to observe actual behavior. This process revealed whether students met new people, if they wanted to try the format again, and how word of mouth developed early on. Since our decisions were based on actual behavior rather than our expectations, we reduced risk and focused our efforts where they mattered most.

The result is a more defined concept, a repeatable event playbook, and clear decision-making guidelines for future cycles. The implementation plan now only schedules what the evidence supports, and the financial plan stages spending in step with learning. In short, Lean Startup transformed an idea into a validated path from pilot to repeatable operation. (MAURYA, 2012)

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segment
	Key Metrics		Channels	
Cost Structure			Revenue Streams	

Figure 3: Lean Canvas

(Source: Own creation)

Problem

Clearly defining the primary problems faced by the target customer segment is foundational. This section ensures that the business addresses actual customer needs rather than assumed ones. Clearly articulated problems lay the groundwork for meaningful solutions. Guiding questions: What problems do they face? How severe and frequent are they? Where do current fixes fail? (MAURYA, 2012)

Customer Segment

Identify those most affected by the problem and those who will try a new solution first. Describe the key traits, contexts, and behaviors of both early adopters and the broader segment.

Guiding questions: Who are the ideal customers? What defines early adopters? In what situations does the problem arise?

Unique Value Proposition

Make a clear promise of value that customers can repeat in one sentence. Then, explain the primary benefit and what makes it stand out from existing options.

Guiding questions: What benefit matters most? Why should customers choose you over current options? Can this promise be tested quickly?

Solution

Summarize how the product or service solves the stated problems. Describe the first MVP and highlight the few features that create the most benefit.

Guiding questions: Which features address the top problems directly? What is the smallest version that we can ship to learn? What evidence will confirm a good fit? (MAURYA, 2012)

Channels

Describe how customers will discover, try, and continue to use the product. Combine direct outreach, partnerships, and digital channels, and track their performance.

Guiding questions: Where do customers already gather? Which channels can we test first at a low cost? What is the path from awareness to repeat use?

Revenue Streams

Describe how the business earns money and explain why its pricing strategy aligns with the perceived value. Select a pricing model that aligns with usage and willingness to pay.

Guiding questions: What will customers pay for, and why? Which model fits best: one-time sale, subscription, or commission? How will we validate willingness to pay?

Cost Structure

List the main cost drivers and explain how they change with scale. Distinguish between fixed and variable costs and plan for efficiency gains.

Guiding questions: What are the largest cost categories now and in the future? Which costs are fixed, and which vary with volume? How can we lower unit costs over time?

Key Metrics

Select a small set of measures that demonstrate traction and health. Then, define targets and thresholds that trigger action.

Guiding questions: Which metrics demonstrate problem-solution and product-market fit? How will we track acquisition, activation, retention, and revenue? What is our target payback period?

Unfair Advantage

List assets that your rivals cannot quickly copy and explain how you will defend them.

Guiding questions: What do we have that others cannot easily purchase or learn? How durable is this advantage? How will we strengthen and protect it? (MAURYA, 2012)

The Lean Canvas is a valuable tool for startups looking to quickly define, test, and improve their business models. By focusing on key components such as clear problem definitions, targeted customer segmentation, and unique value propositions, startups can effectively align their offerings with market needs. This approach enables rapid iteration, mitigates risks, and creates opportunities for sustainable growth. (MAURYA, 2012)

3 Analytical Part

This chapter provides the evidence base for the proposed startup. It assesses feasibility through a set of complementary analyses: choice of legal form and online incorporation costs, market size (TAM–SAM–SOM) and macro environment (PEST), industry structure via Porter’s Five Forces, and primary insights from semi-structured interviews with students in target cities.

3.1 Analysis of the Suitable Legal Form

Table 1: Analysis of the Suitable Legal Form

Legal Form	Liability	Establishment and Administration	Tax Burden	Scalability / Multiple Founders
Sole Proprietor (OSVČ)	Unlimited – full personal liability	Very simple, fast, low-cost (1,000 CZK)	15% personal income tax (flat-rate option available)	Only suitable for single founder
Limited Liability Co. (s.r.o.)	Limited – up to unpaid capital contribution	More complex – notary, commercial registry, accounting	19% corporate + 15% withholding on dividends	Ideal – multiple shareholders, scalable structure
Limited Partnership (k.s.)	General partner: unlimited; limited partner: limited	Complex structure, unequal roles	15% (individual) / 19% (corporate)	Possible, but not suitable for equal co-founders
General Partnership (v.o.s.)	Unlimited – all partners fully liable	Easier than s.r.o., but high risk	15% personal income tax	Allows two founders, but with high personal risk
Cooperative	Limited (members generally not personally liable)	Complex governance – general meeting, bylaws	19% corporate income tax	Allows multiple members, but too formal for a small project

(Own Creation, 2025)

3.2 Cost Analysis of Online Company Formation of a Limited Liability Company

For small and newly established businesses, choosing the right legal form is crucial. Founders should consider liability, administrative burden and growth potential, especially if they are working with limited start-up capital and resources. To establish startup as a legal entity, the founders chose to register it as a limited liability company (s.r.o.) using an online incorporation process.

Table 2 Cost Analysis of Establishment of a Limited Liability Company

Item	Fee (CZK)	Details	Legal Source
Notarial deed (Memorandum of Association or Founding Deed)	from 2,000	Required by law; cost depends on document length and number of founders	Vyhláška č. 196/2001 Sb.
Entry into the Commercial Register	2,700	Electronic registration via notary or “datová schránka”	Zákon č. 549/1991 Sb.
Trade licence (via online notification)	800	Reduced rate for online application (standard rate is 1,000 CZK)	Zákon č. 634/2004 Sb.
Signature verification	100	Typically two signatures at Czech POINT (50 CZK per signature)	CZECH POINT
Criminal record extract	0	Retrieved automatically by the Trade Licensing Office	Zákon č. 269/1994 Sb.
Total minimum formation cost	from 5,600 CZK	Excluding optional legal services or registered office fees	—

(Own Creation, 2025)

This table assumes the use of digital communication and self-management of the process by the founders. Should external legal assistance or a commercial provider be used, the final cost may increase to approximately from 10,000 CZK.

The online registration process significantly reduces the time and cost of incorporation compared to traditional paper-based methods. This approach is thus very suitable for a student startup, whose goal is to remain agile, cost-effective and compliant with Czech legal standards.

3.3 Market Size Analysis

3.3.1 Introduction to Market Size Analysis

This chapter quantifies the size of the university student market and its potential. It also evaluates the potential for geographic expansion, which is a core premise of the startup's scalability. The analysis uses the TAM, SAM, and SOM framework, a standard methodology for segmenting the market from a broad view to a specific, actionable target. This approach clearly demonstrates the overall opportunity (TAM), identifies a reachable market segment based on the business model (SAM), and defines a realistic short-term goal (SOM) that informs the financial plan.

Total Available Market (TAM)

The analysis begins with the total available market (TAM), which represents the broadest market for our startup. It includes all university students in the Czech Republic. According to the Czech Statistical Office, nearly 315,000 students were enrolled in public and private universities at the end of 2024, indicating a substantial national market for student-focused activities. (ČSÚ, 2025) It has increased from a low of nearly 288,000 students enrolled in 2019. This represents a 9.37% increase over the last five years.

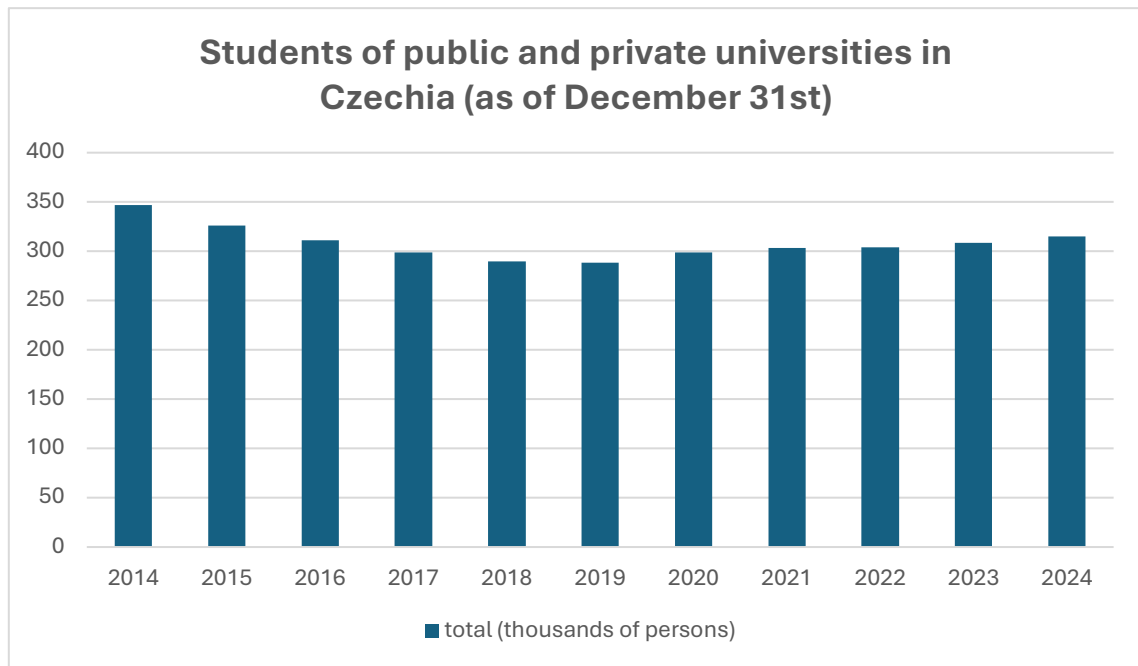


Figure 4: Students of Public and Private Universities in Czechia

Source: (ČSÚ, 2025)

Serviceable Available Market (SAM)

The Serviceable Available Market (SAM) represents the total number of students in the primary target cities for the initial launch and subsequent expansion. This segment represents the portion of the market that our startup can realistically reach with its current business model. Key university cities in the SAM include Zlín, which has approximately 9,500 students at Tomáš Baťa University (UTB), Olomouc, which has approximately 23,000 students at Palacký University (UPOL), and Ostrava, which has a combined market of over 20,500 students at VŠB – Technical University of Ostrava and the University of Ostrava. A key market for further expansion is Brno, the largest student city in the Czech Republic. Its largest universities are Masaryk University with approximately 33,000 students, Brno University of Technology with approximately 17,500 students, Mendel University in Brno with 9,185 students, and Veterinary University Brno with 2,198 students. With its market of over 62,000 students, the addition of Brno brings the total SAM for these four cities to over 115,000 students.

Serviceable Obtainable Market (SOM)

This represents the realistic portion of the SAM that the startup aims to capture in its first year of operation. The SAM is calculated using a "bottom-up" approach, which will be discussed in the financial section of this thesis.

The combined market potential of Brno, Olomouc, and Ostrava is over eight times larger than the initial market in Zlín. This quantitative evidence strongly supports the thesis that the concept is a scalable business model with the potential for significant regional and eventual national growth, not merely a local venture. This finding informs the expansion strategy outlined in the proposal section of this work.

3.4 PEST Analysis

3.4.1 Political and Legislative Factors

Event Licensing and Notification

Startup will host within existing clubs and pubs, which already possess valid operating licenses for alcohol sales and cultural events, and the events do not exceed approximately 100 participants, no additional notifications to local authorities are required. However, events exceeding 100 participants typically require notification to municipal authorities according to Czech Act No. 84/1990 Coll., (Czech republic, 1990) on the Right of Assembly. SocialGames should maintain clear agreements with venue operators specifying responsibilities regarding potential inspections, venue capacity, hygiene, and noise management, especially when expanding events to additional university cities beyond Zlín.

Alcohol Licensing

As beer pong inherently involves the consumption of alcohol, great care must be taken with licensing. According to Act No. 65/2017 Coll., on Protection against the Harmful Effects of Addictive Substances, any establishment hosting such events must have a valid licence for the sale and consumption of alcohol. In cases where startup cooperates with

local bars or clubs that already hold such licenses, no additional permits are usually required. (Czech Republic, 1991)

Music and Entertainment Licensing

If musical performances, whether live or recorded, are part of startup events, it is necessary to comply with Czech copyright laws, which are enforced by collective rights management organizations such as OSA (Ochranný svaz autorský) and Intergram. The responsibility for these licenses usually lies with the venue; however, SocialGames as an external organizer must confirm the validity of these licenses or obtain them separately. (Czech Republic, 2000)

Gambling and Competition Legislation

Given the competitive nature of beer pong tournaments, startup must ensure compliance with Czech gambling laws (Act No. 186/2016 Coll., on Gambling). If SocialGame charges an entry fee and awards only non-cash prizes (merchandise, trophies, sponsored gifts), these events fall under standard competitive event regulations and do not require gambling licenses. (Czech Republic, 2016)

“A game of chance is understood to mean a game, bet, or lottery in which the participant places a stake with no guaranteed return, and in which the outcome wins or loss is determined wholly or partly by chance or an unknown circumstance.” (Czech Republic, 2016)

3.4.2 Economic Factors

General Economic Trends and Inflation

The Czech economy has experienced fluctuating growth in recent years. According to the Czech Statistical Office (ČSÚ), the Czech Republic's gross domestic product (GDP), adjusted for inflation, will increase by only 0.84% from the beginning of 2020 to the end of 2024. The Zlín Region, which tends to grow slightly slower due to its more industrial nature, recorded real GDP growth of 0.55% over the same period. These figures reflect the impact of the COVID-19 pandemic, the subsequent recovery efforts and inflationary pressures on national and regional economic development. (Czech republic, 2024)

Inflation is a significant economic factor, especially from 2021 onwards. The average inflation rate in the Czech Republic over the last five years (2020-2024) has been around 7.3% per year, with a sharp peak of 18% in September 2022 due to post-pandemic impacts, the energy crisis and supply chain disruptions. These macroeconomic indicators have contributed to cost increases in areas essential to hosting events, such as venue hire, equipment, transport and marketing services. (Czech Republic, 2025)

The tertiary sector (services) in the period 2020–2024 showed slower but still positive growth for example, in the second quarter of 2024, gross value added was boosted mainly by activities in trade, transportation, accommodation, and food services (+2.3 % quarter-on-quarter) (Czech Republic, 2025), as well as by financial services, insurance, scientific and technical services, and administrative activities. In the third quarter of 2024, growth in the services sector (including trade, transportation, accommodation and food services, information and communication technologies, and financial and insurance activities) significantly contributed to the year-on-year increase in total gross value added. (Czech Republic, 2025)

Financial Situation of University Students

Czech university students represent a price-sensitive demographic. According to an article by Brňan.cz, the average monthly expenditure of university students in Brno has increased from CZK 7,000 in 2018 to approximately CZK 8,752 in 2022. Students spend a significant portion of their income on rent, food and transport, but still prefer leisure activities such as going to restaurants, bars and cultural events. Despite inflation, students maintain an interest in social life but manage their budgets carefully and often seek affordable entertainment options. (Brňan, 2022)

3.4.3 Social and Demographic Factors

According to the 2023 ISIC survey, 90% of Czech university students consume alcohol, with most of them drinking several times a month. Alcohol is often seen as a social mediator, helping students to break the ice and enjoy socializing with peers. Social life plays a central role in student culture and leisure time is often spent attending bars, parties, concerts or social events. (ISIC, 2023)

Contemporary university students are at the center of a well-documented social paradox. Despite being the most digitally connected generation in history, with data showing nearly 100% of young adults using the internet and spending 3-5 hours daily on social media, they report unprecedented levels of loneliness; over 60% of students have felt "very lonely" in the past year, and heavy users are twice as likely to feel socially isolated. Yet, this digital immersion belies their true desires, as a significant body of research reveals a strong preference for real-world engagement. Surveys show that nearly 79% of students prefer face-to-face interaction, 65% actively want to meet new people offline, and over half consider in-person relationships fundamentally more valuable. This frustrating gap between desire and reality is sustained by significant barriers, including heightened social anxiety which affects 70% of Gen Z when meeting people in real life diminished "social stamina," and a psychological trap where students mistakenly believe their peers don't share their craving for connection. Ultimately, students are caught in a cycle where the very platforms designed to connect them are exacerbating their isolation, leaving them longing for authentic, in-person contact that feels increasingly out of reach due to the digital environment they inhabit. (Freeman, 2023)

3.4.4 Technological Factors

The technological environment does not significantly impact the organization of beer pong events in terms of operations or logistics. Digital marketing—particularly through social media is essential for reaching the student demographic. According to recent data, the most used platform among university students is Instagram, used by 95.3% of respondents. This is followed by Facebook Messenger (82.4%), YouTube (81.2%), and Facebook (71.8%). TikTok was used by only 31.8% of students, which may be attributed to the relatively small sample size of the study. These platforms serve not only for entertainment but also for discovering events and staying connected with peers. (Volf, 2024)

3.5 Porter's Five Forces

3.5.1 Competitive Rivalry

The student nightlife scene in Czech university cities is vibrant yet fragmented. A variety of clubs and music venues, as well as student organizations, host events throughout the academic year. While some venues frequently host branded events, much of the activity is event-based and varies by semester. This creates a strategic opportunity for a focused entrant like SOCIALGAMES. Competition levels in terms of event volume, regularity, and student engagement vary by city.

Brno

Brno offers one of the most competitive environments for student nightlife. Clubs like Fléda regularly host large-scale events for students, such as the Masaryk Retro Party, which is organized by the Masaryk Student Party (e.g., held on April 8, 2025) (Fléda, 2025). Student-driven initiatives like Erasmus Vibes Brno organize large-scale events like the Welcome to Brno Party, which is scheduled for September 15, 2025 (SMSTICKET, 2025). Brno has multiple established venues, strong student association involvement, and regularly hosts high-attendance themed events, making it a highly saturated market. Demand remains high, fueled by its large, active student population.

Ostrava

Ostrava's student nightlife primarily centers around campus-based venues and university-affiliated organizations. Venues such as Studentský Klub Vrtule (VŠB-TUO) (VŠB-TUO, 2024) and T2 Club, both located on the VŠB campus, regularly host parties to kick off the semester and themed nights. In the city center, Áčko Club and Fabric Club host student nights, and Barrák Music Club occasionally offers student discounts for live music events (Brňan, 2022). The frequency of events is highest around the beginning of terms and other academic milestones, but overall market activity is less sustained compared to Brno. (VŠB-TUO, 2024)

Olomouc

Olomouc offers a diverse nightlife with a variety of small traditional pubs and mid-size clubs. Clubs such as 15 Minut, Belmondo, and R6 Club host student-oriented and Erasmus-friendly events, including themed parties with special perks. HellPaso Music Club, for instance, regularly offers free entry to students with an ISIC card. Although Olomouc has fewer large venues than Brno and Ostrava, its tight-knit university community ensures strong attendance through word of mouth and recurring events. (Axiom Pub Olomouc, 2025)

Zlín

The student nightlife scene in Zlín is small. Star Club Flip is the only nightclub in the city and offers classic parties every weekend. The Pštros Art, Coffee & Music Bar and Bar Zámek host themed music nights and live DJs once or twice a year. The Students' Club U7 at UTB (UTB, 2023) organizes on-campus student gatherings once a semester. Seasonal events like the Neuronight Open Air also attract students in the summer. Since the market is less saturated and the student population is small, successful events must be well-targeted and promoted.

Social Game Activities

In addition to the city's mainstream nightlife, various student organizations and clubs occasionally organize game-based events, including beer pong tournaments, quizzes, and team competitions. Specialized projects, such as Beer-Pong.cz, even host national tournaments that combine competition with strong social aspects. However, these activities are irregular and typically lack a unifying, repeatable structure. This creates an opportunity for SOCIALGAMES, which stands out by offering a standardized, themed "social gaming night" format designed explicitly for breaking the ice and fostering new connections.

Digital Alternatives

Several international apps can do the same thing as a SocialGames Passport. Deckle, GooseChase, and Scavify all support QR-based check-ins, photo and video tasks, quizzes, and live leaderboards in mobile "scavenger hunt" flows. Each platform has an organizer

dashboard where you can create missions and track progress in real time. Players join through a dedicated app with a simple code. These products are used for team-building, campus orientation, conferences, tourism, and similar events for institutions. This means that the positioning, packaging, and pricing of these products are designed for businesses to use, not for student nightlife.

Deckle is a game that can be set up quickly, where teams are automatically grouped, and there are QR tasks and a built-in leaderboard. GooseChase offers mission banks, guest participation without account creation, and a studio for organizers to monitor scores and submissions. Scavify focuses on a variety of challenges and automatically scores them using QR verification, GPS check-ins, and real-time analytics. All three can provide the game-like features needed for Social Games evenings, but they are designed for corporate or institutional buyers.

Deckle publishes clear monthly tiers. The Advanced plan costs 269 USD per month for up to 100 participants across all events. (Deckle, 2025) Higher tiers can have up to 200 participants at 462 USD per month, 300 at 649 USD, 400 at 832 USD, and 500 at 1,024 USD. (Goosechase, 2025) GooseChase has different tiers for small groups and annual or enterprise subscriptions for larger events. For events with about 100 participants, the vendor charges a price based on the specific needs of the event, rather than using a public list. The free option is limited to three people or three teams of five. This means that larger student nights would be considered paid events. (Goosechase, 2025) Scavify offers programs starting at 999 USD. They have different pricing options for the number of participants, ranging from 1 to 100 and from 101 to 250. If you want an exact quote, just ask.

The student nightlife market is active but divided, which creates room for a focused format like SocialGames. There is a lot of rivalry in Brno because there are many places and often big events with famous brands. Ostrava has a medium level of rivalry because it is driven by semester peaks with less sustained activity. Olomouc is a smaller yet close-knit community, with regular attendance thanks to strong community bonds. This leads to a medium level of rivalry. Zlín has fewer clubs and a smaller student base, so there is less rivalry, but success depends on precise targeting and promotion.

Game-based events like beer pong or trivia happen in different cities, but they're not regular and don't have a set structure. Digital platforms can have similar features, but they are built and priced for institutions rather than for student nightlife. Around 100 participants, Deckle costs 269 USD per month, while GooseChase and Scavify move to quote-based plans starting near 999 USD. The difference in price supports a simple, affordable, in-house SocialGames Passport that is designed for regular student nights.

3.5.2 Threat of New Entrants

Low Barriers to Entry

The event management industry, especially at the entry level, has relatively low barriers to entry. Organizing most types of events, from themed parties and small concerts to sports tournaments, does not require extensive initial capital or complex equipment. Additionally, many of these formats have no strict regulatory requirements or specific licensing procedures, which simplifies market entry for new entities in cities like Brno, Ostrava, Zlín, and Olomouc.

Minimal Capital Requirements

The financial expenses necessary to start a business in the student entertainment sector are modest. These costs are primarily associated with venue rental, marketing, potential performer fees, and equipment purchases. This low financial threshold enables companies, as well as individuals, student organizations, and informal clubs, to enter the market relatively easily.

Ease of Access to Distribution

The widespread use of digital platforms and social media significantly facilitates the promotion of events targeting the university student demographic. Newcomers can use these channels to reach potential participants effectively without spending a lot on marketing. Additionally, collaborating with student unions, associations, or universities can provide immediate access to the target audience.

Potential for Imitation

Most leisure event concepts are not proprietary and can easily be replicated. A successful format—whether a themed party, a series of pub quizzes, or a specific type of festival—can quickly be adopted and imitated by existing entities, such as local bars, clubs, or competing organizers. This can dilute the market share and competitive advantage of the original organizers.

Strategic Conclusion on the Threat of New Entrants

The combination of these factors results in a high threat of new entrants, representing a key strategic challenge for any entity in this market. This leads to a critical conclusion: A long-term competitive advantage cannot be built on the product itself (e. g., the specific type of event) because it is easily imitable. Instead, the core strategy must focus on building intangible assets that are difficult and time-consuming for new competitors to replicate. These assets include a strong, trusted brand; a loyal community fostered by consistently high-quality experiences; and strategic partnerships with key venues and institutions. By focusing on these elements, an organizer can create barriers to entry and defend its market position.

3.5.3 Threat of Substitutes

The threat of substitutes is high because students in cities like Brno, Ostrava, Zlín, and Olomouc have easy access to a wide range of alternative entertainment options. Clearly defining and communicating the unique value of specific, structured events compared to more generic social activities is key to mitigating this threat. Several factors affect this threat:

Core Value Proposition of Differentiated Events

Specialized events offer a unique combination of social engagement, competition, and entertainment. This type of structured interaction fills a niche in the student activities market by providing organizers with an opportunity to meet unmet demand.

Availability of Alternative Student Activities

Although there is a wide variety of entertainment options available, such as student parties, club nights, quizzes, board game evenings, sports activities, and cultural events, they are often irregular and do not specifically focus on fostering structured social interactions among students. The inconsistent frequency and varied nature of these activities reduces their direct substitutability for a well-organized, recurring event series.

Accessibility and Appeal of Alternatives

Most alternative activities are free or low-cost, heavily promoted via university channels and social media. This accessibility makes them attractive to students. However, few consistently offer the same blend of structured competition, casual socialization, and community building that a specialized event format can provide.

Differentiation of the Event Experience

To minimize the threat of substitutes effectively, an organizer must emphasize the uniqueness of their events. This can include maintaining structured formats, introducing themed evenings, offering prizes, and fostering a strong community atmosphere. These elements distinguish the events from the more widely available social activities for students.

Strategic Conclusion on the Threat of Substitutes

The analysis confirms that, although there are many substitutes, few can perfectly replicate the core value proposition of a well-differentiated event series. The primary strategic implication is that marketing and brand communication should consistently emphasize the series' unique combination of structured competition, active social interaction, and community building. The goal is to position the events as a distinct and superior social entertainment experience, not merely as another "party" or "night out." By successfully differentiating itself, an organizer can reduce the threat posed by more generic options and build a loyal customer base that seeks out its specific format.

3.5.4 Bargaining Power of Suppliers

Equipment and Material Suppliers

This category includes suppliers of specialized equipment, decorations, and other physical goods needed for events. These goods are generally standardized and widely available from numerous online and local suppliers, leading to low supplier power. The products are easily interchangeable, so switching to other suppliers would incur minimal costs.

Venue Providers and Beverage Suppliers

Venue providers, such as bars, clubs, and cultural centers, play a key role in organizing student events. They often act as beverage suppliers as well. Due to the abundance of suitable venues in large university cities, their bargaining power is moderate. However, strong competition among venues to host student events can give organizers a negotiating advantage, especially if the events ensure regular attendance and revenue.

Promotion and Technology Platforms

Organizers have access to a wide array of options for promotion, ticketing, and participant management. These range from free or low-cost digital tools, such as social media and Google Forms, to more advanced event management systems. Due to the abundance of alternatives in this area, suppliers of digital promotion and registration services have low bargaining power.

Strategic Conclusion on the Bargaining Power of Suppliers

Overall, suppliers have low to moderate bargaining power. This gives event organizers a significant strategic advantage because it allows them to use a flexible, cost-effective operational model. Easily switching between standardized equipment suppliers and digital platforms minimizes dependency and helps protect profit margins.

3.5.5 Bargaining Power of Customers

High Price Sensitivity

Students usually operate with limited budgets and are therefore very sensitive to entertainment costs. Even small differences in prices can significantly influence their decision-making process. Therefore, startup must carefully consider its pricing strategy to remain attractive to its target audience.

Low Switching Costs

The costs for students to switch from one entertainment option to another are minimal. If an event does not meet expectations, students can easily choose an alternative social activity without any penalties or inconveniences. This increases the need for startup to consistently provide high-quality experiences.

High Level of Information Accessibility

Students have easy and instant access to information about entertainment options through social media platforms. They are able to quickly compare events, identify the most appealing opportunities, and respond to recommendations or criticisms shared by their peers.

Low Differentiation Without Added Value

Unless SocialGames can offer a unique and memorable experience beyond standard entertainment, students may easily substitute its events with alternative activities. Therefore, added value in the form of event themes, competitions, prizes, and a strong community atmosphere is essential.

Initial Lack of Customer Loyalty

As a newly planned venture, SocialGames cannot initially rely on an established customer base. Building long-term loyalty through exceptional experiences, consistent quality, and engagement initiatives will be crucial to reducing the bargaining power of customers over time.

Strategic Conclusion on the Bargaining Power of Customers

The high bargaining power of customers represents a significant pressure on the business model. This finding reinforces the strategic imperative, identified in the analysis of new entrants and substitutes, to focus relentlessly on building a strong brand and a loyal community. Only by creating significant added value through a unique and consistent experience can start up mitigate this power and build a sustainable competitive advantage over the long term.

3.5.6 Strategic Conclusion of the Five Forces Analysis

This chapter analyzed the competitive environment for the startup using Porter's Five Forces model. The goal was to identify the key market pressures that could affect the startup's profitability and strategy. Each of the five forces was examined and then assigned a score from 1 (very low impact) to 5 (very high impact), with the results summarized in Table 6.

The analysis concluded the following:

- Competitive Rivalry is dependent on cities, Brno (5), Olomouc and Ostrava (3), Zlín (2).
- The Threat of New Entrants was identified as the most significant pressure, with a score of very high impact (5), due to minimal barriers to entry.
- The Threat of Substitutes is also considerable, rated as high impact (4), because students have many alternative entertainment options.
- The Bargaining Power of Suppliers was found to be very weak, with a score of very low impact (1), which is favorable for the project's cost structure.
- Finally, the Bargaining Power of Customers is similarly strong, with a rating of high impact (4), driven by their price sensitivity and low switching costs.

In conclusion, the analysis shows an industry that is relatively easy to enter due to low direct competition but challenging to operate in due to strong pressures from potential new competitors, customers, and alternative entertainment options.

Table 3 Five Forces Score

Factors	Score
Competitive Rivalry	Brno – Very high impact (5) Olomouc and Ostrava – Medium impact (3) Zlín - Low impact (2)
Threat of New Entrants	Very high impact (5)
Threat of Substitutes	High impact (4)
Bargaining Power of Suppliers	Very low impact (1)
Bargaining Power of Customers	High impact (4)

Source: Own creation

3.6 Interviews

This chapter presents and analyzes the qualitative research findings for this thesis. The primary objective was to gain a deeper understanding of university students' habits, needs, and motivations regarding their social and entertainment activities. This data is crucial for validating the assumptions made in the analytical section and shaping the strategic proposals for the startup.

To this end, a series of semi-open telephone interviews were conducted with 29 university students from four major Czech cities: Brno (n = 6), Zlín (n = 9), Ostrava (n = 8), and Olomouc (n = 6). The target respondents were students in their third to tenth semester, ensuring they had sufficient experience with student life in their respective cities.

The semi-open interview format ensured consistency in topics while allowing respondents to elaborate on their views. Each interview was structured around five core questions:

1. Which types of evening social events (Club, quezz, disco, house party etc.) have you attended in last year?
2. What do you think is missing from the student scene in your city?
3. What is the most important feature of social event?
4. What does a 'fair' entry price mean to you?
5. What must an event invitation (e.g., on social media) contain to capture your interest and make you seriously consider attending?

It is important to acknowledge the limitations of this research. Due to the small sample size, the findings are qualitative and indicative, providing deep insight into student perspectives rather than being statistically representative. The interview transcripts were analyzed using thematic coding. This approach involved reading all the responses, identifying recurring ideas and expressions, and grouping them into broader thematic categories. The results are organized by theme and correspond to the interview questions. Illustrative quotations and relevant differences between cities are highlighted.

3.6.1 Types of Evening Social Events Attended

The data shows that clubs are an almost universal element of student nightlife. All respondents (29/29) reported attending a club in the past year. This pattern was consistent across all four cities, confirming that clubbing remains the dominant leisure activity for university students.

“I usually attend student events throughout the year, for example at Flip (Club in Zlín), but there are only 1-2 per semester. Otherwise, it's boring.” – UTB, FT, Student

Similarly, all respondents (29/29) reported visiting bars at least once every two weeks, indicating that regular bar visits are a deeply ingrained part of the student social routine. Over half of the respondents (15/29) attended house parties last year, showing that smaller, more intimate gatherings also play a significant role in student social life. Finally, seven respondents (7/29) mentioned other types of events, including quiz nights, themed gatherings, and casual cultural evenings, representing a smaller but potentially valuable segment of alternative, non-club-based activities.

“Going to clubs is basically the default weekend plan for everyone here.” – Student, Brno

3.6.2 Missing Elements in the Student Scene

A clear pattern emerged across all cities: students perceive a lack of variety and thematic events and spaces that facilitate socializing. Although there are nightlife options, students often describe them as repetitive or limited in scope.

Ostrava

In Ostrava, students expressed a need for more structured social activities. Respondents emphasized their desire for "theme-based events," such as pub quizzes and board game nights. The main motivation was the desire for events that actively facilitate meeting new people. Students perceive standard, unstructured parties as more socially demanding and are looking for formats that naturally break the ice and provide a common point of interest. Their goal is not just entertainment, but rather, creating an environment where interaction feels natural. As one respondent summarized:

"It's not just about drinking, I want events where it's easy to meet new people." – UPOL
2nd year student

Olomouc

In Olomouc, students expressed a sense of saturation and monotony with the current offerings. Students expressed a strong interest in events with "engaging themes" that would offer an alternative to what they perceived as "just another party." They mentioned elements such as organized drinking games, competitions, and other forms of interactive entertainment as ways to make evenings unique and memorable. This desire for innovation indicates a preference for experiences that transcend passive music and drink consumption. Rather than seeking a new type of venue, students are looking for creative and engaging content that breaks the stereotype. The following statement best captures this sentiment:

"In Olomouc, parties are all the same. I'd like something with a theme or challenge." -
UPOL 3rd year student

Zlín

The most frequent and urgent complaint in Zlín was clearly the "lack of choice." Respondents repeatedly mentioned the limited scene, consisting of only a few well-known bars and one unpopular club. This led to feelings of repetition and boredom. Beyond the shortage of venues, respondents emphasized the absence of places conducive to meeting other students and complained about the lack of late-opening bars. Therefore, the problem in Zlín is not the type of events, but rather the inadequate and stagnant

infrastructure for student entertainment. As one interviewee summarized the students' frustration:

"We need something other than the same two bars and that one bad club with boring parties"- UTB, FT, 4th year student

Brno

Unlike the other cities, Brno's student entertainment market proved to be highly saturated and diverse. Most respondents felt that nothing significant was missing from the current scene. Nevertheless, specific preferences emerged, suggesting room for narrowly focused concepts. For example, some respondents said they would like more "small, house-like gatherings" for 30–50 people where they could enjoy a more intimate and familiar atmosphere as opposed to large, impersonal clubs. Thus, despite overall satisfaction, there is a demand for events that cultivate a sense of community and closeness. However, the prevailing view is aptly summarized by a student's quote reflecting the perceived completeness of the Brno scene:

"I'm not missing anything here, it seems like almost everything is here." – VUT, FT, 3rd year student

3.6.3 Most Important Feature of Social Events

When analyzing responses to the question about the most important feature of a social event, one overwhelming theme emerged: the overall atmosphere and social experience. Respondents from all cities emphasized that an event's success does not depend primarily on the program or venue, but rather on the people and the environment they create together.

Two main pillars that constitute this ideal atmosphere can be identified:

The Social Environment

This was the most frequently mentioned factor. Key components include "openness" and "a feeling that everyone is welcome," as well as opportunities to easily "meet new people." Students do not want to be passive attendees; they want to feel like they are part of a community. Events that actively promote interaction and remove social barriers are perceived as significantly more valuable.

"I don't care where it is, as long as the people are easy-going and friendly, and there's plenty of space to start conversations." - VŠB, OSTRAVA, 2ND year student

"I go to events mainly to meet new people." – VŠB, OSTRAVA, 4TH year student

Quality Content and Experience

This social foundation must be complemented by engaging content that generates fun and entertainment and leaves participants with great experiences. It's not just about getting together; it's also about sharing an experience. The most frequently mentioned example of quality content was "good music," which is perceived as a key driver of the evening's mood and energy.

"It has to be mainly fun, not just another boring night at the club." – UTB, FHS, 3RD year student

One interesting finding is that the social aspect was often rated as superior. People perceived an event with average music and a great, friendly atmosphere more favorably than a technically perfect event with a star performer where they did not feel relaxed or welcome.

3.6.4 Fair Entry Price

For most respondents in Brno, Olomouc, and Ostrava, a "fair" entry price for a typical student event is between 100 and 150 CZK. Students are willing to pay this amount without much hesitation. In Zlín, however, this threshold was perceived as slightly lower, with approximately 100 CZK being the most frequently mentioned acceptable amount. This may be related to the previously identified lack of choice and potentially lower purchasing power in the region.

An interesting context for this finding emerges when considering total evening expenses. Many students reported that they typically spend between 300 and 700 CZK on drinks and other items. This suggests that the entry fee constitutes only a small portion of the total cost. Nevertheless, the entry fee has an enormous impact. Students may be deterred from entering altogether if the entry fee is perceived as too high (e.g., above 150 CZK), even if they would have been willing to spend a significantly larger amount inside the

venue. Thus, the entry fee functions as an entry barrier and the first signal of an event's value.

"Here in Zlín? I wouldn't pay more than a hundred for a normal party, I don't think that is worth it." – UTB, FAME, 2nd year student

"I think about it this way, a movie ticket is almost 200 crowns. If a party offers a whole night of entertainment for same amount, it feels like a good deal." – MUNI, 3rd year student

3.6.5 Key Elements of an Attractive Event Invitation

An analysis of responses regarding the contents of an attractive social media invitation revealed three key areas that determine its success: capturing attention immediately, clearly communicating value, and ensuring minimal effort to obtain information. In a crowded online environment, an effective invitation must function as a fast, persuasive marketing tool.

First and foremost, an invitation must win the battle for attention. Respondents emphasized the need for "immediate clarity." Key information (what, when, where, and how much) must be visible at a glance. Simultaneously, the invitation must differentiate itself. It must be clear that it is "not some generic thing" and that the event is "somehow unusual." The visual design and a powerful headline are crucial for breaking through the stereotype of common, often-ignored events. Once an invitation has captured attention, it must be persuasive. This requires clearly communicating its value. Students must understand why they should attend this specific event. Simply describing the program is not enough; the invitation must sell an experience and a "higher value." This value could be a unique theme, a special guest, or the promise of a specific social outcome, such as the opportunity to "meet new people" in a friendly setting. The social dimension is also important—the invitation should be framed in a way that interests not only the invitee but also their friends, as the decision to attend an event is often made by a group.

"When I see an invitation, I immediately think about which of my friends might enjoy it. If I can't think of anyone, I won't even consider it, because I'm not going alone." – UTB, FAME 5th year student

Finally, the critical element of user-friendliness complements the value proposition. Respondents demand "zero effort" when trying to find details. Any friction, such as missing prices, unclear map links, or complicated ticket-buying processes, dramatically reduces the likelihood of conversion. All essential information must be easily accessible and clearly laid out in one place.

"All those 'Party' invitations look the same. It has to grab me with something unusual, some theme or a promise that it won't be just another generic event, but an experience I'll take away." – UPOL, 2nd year student

"What annoys me most is when I have to search for the price or location in the comments." – MUNI, 2nd year student

3.7 The most Important findings from the analysis

This chapter summarizes the key findings from the analytical portion of the thesis. It brings together relevant data and insights from market sizing, market environment assessment, competitive analysis, and primary research with students in target cities.

3.7.1 Market Size

The total addressable market (TAM) consists of all 315,000 university students in the Czech Republic in 2024, which is a 9.37% growth from 2019 when there were 288,000 students.^[1] The serviceable available market (SAM) for the targeted cities of Zlín, Olomouc, Ostrava, and Brno totals over 115,000 students:

- Zlín: ~9,500 students
- Olomouc: ~23,000 students
- Ostrava: ~20,500 students
- Brno: ~62,000 students

3.7.2 Market Environment

Political and Legislative

Events with fewer than 100 participants at licensed venues do not require additional permits. Events with more than 100 participants must be reported to the municipal authorities. According to Act No. 65/2017 Coll., alcohol sales fall under the jurisdiction of licensed venues.

Social & Demographic

Ninety percent of Czech university students regularly consume alcohol. While 79% prefer in-person interaction, social anxiety affects 70% of Gen Z, creating barriers to meeting in person. Despite this, social events remain important for connection.

Technological

Digital marketing is key: Popular platforms include Instagram (used by 95.3%), Facebook Messenger (used by 82.4%), YouTube (used by 81.2%), Facebook (used by 71.8%), and TikTok (used by 31.8%). Social media serves as an entertainment platform and a primary channel for discovering events.

3.7.3 Competitive Landscape

The student nightlife in Czech university cities is lively but fragmented. Brno is the most competitive, boasting strong venue networks, active associations, and frequent large-scale events. Brno's threat level is very high (5). Ostrava's nightlife peaks when the semester starts, but it lacks sustained demand. Olomouc's smaller scene thrives because of its close-knit student community. The threat level is medium (3). Zlín's emerging market requires precise targeting, and overall rivalry remains low (1). Competition across all cities follows the academic calendar, peaking at the start of semesters and during holidays.

There are alternative applications similar to the SOCIALGAMES Passport, such as Deckle and GooseChase. However, their subscription costs (USD 269–850 per month) make them financially unfeasible for a student-focused startup.

Threat of New Entrants

The threat level is very high (5). Barriers to entry are minimal due to low capital requirements, lack of strict licensing for most formats, and easy access to digital marketing channels. Because event concepts are easily imitated, long-term success depends on intangible assets such as a strong brand, a loyal community, and strategic partnerships.

Threat of Substitutes

The threat level is high (4). Students have access to a wide variety of entertainment options, including club nights, quizzes, cultural events, and sports events. Many of these options are low-cost and easily accessible. Mitigating the threat of substitutes requires differentiation through structured formats, themed evenings, prizes, and community building.

Bargaining Power of Suppliers

The threat level is very low (1). Equipment and promotional tools are widely available, which keeps supplier power low. Venues and beverage providers have moderate power, but they can be negotiated with, especially for regularly scheduled events with high attendance.

Bargaining Power of Customers

The threat level is high (4). Students have high price sensitivity, low switching costs, and instant access to event information, which strengthens their bargaining power. Without added value, it is difficult to build loyalty. Providing unique, memorable experiences and consistent quality is essential to mitigating this high impact.

3.7.4 Demand Insights from Interviews

Semi-open phone interviews were conducted with 29 students from Brno (6), Zlín (9), Ostrava (8), and Olomouc (6) to explore their nightlife habits, needs, and motivations. The dominant activities were clubs and bars (29/29 attended clubs and all visited bars biweekly), followed by house parties (15/29) and niche events such as quizzes or themed evenings (7/29). Across cities, students want more variety and themes, as well as spaces

that facilitate easier socializing. Ostrava seeks structured icebreaker events, while Olomouc desires interactive, themed nights. Zlín suffers from a lack of venues. Brno has a complete scene, but some prefer smaller gatherings. The most valued event features are atmosphere, openness, and meeting new people; good music is more important than the program or venue. A fair entry price is 100–150 CZK (lower in Zlín), though the fee acts as a psychological barrier despite its low cost. Attractive invitations must clearly communicate what, when, and where the event is, its price, and its unique value

4 Proposals

The Proposals chapter translates the preceding analysis's findings into concrete steps for launching SocialGames. First, it consolidates the earlier market analysis, which identified the needs of university students and the operating conditions in target cities. Using the Lean Startup methodology and the Lean Canvas, it then develops the business concept, articulating value and growth hypotheses, defining the MVP, and specifying metrics and learning loops. Finally, the chapter presents an integrated business plan for market entry and scaling. This plan is complemented by an implementation schedule that includes milestones, responsibilities, and a high-level budget. The objective is to deliver a testable, actionable roadmap that mitigates the risks of the initial launch and enables the successful establishment of the startup.

4.1 The Lean Startup Methodology

This section introduces the Lean Startup methodology as a practical approach for developing a testable product strategy based on the findings in Chapter 3 for SocialGames. It defines value and growth hypotheses based on identified student needs, specifies a minimum viable product centered on a hosted SocialGames Night with the web-based Passport, and establishes core metrics for validated learning. The section explores the Build–Measure–Learn cycle, the data to collect in each pass, and clear decision rules for persisting or pivoting. Finally, it outlines the operational cadence and roles necessary for running rapid pilots, first in Zlín and then in other target cities, to ensure evidence-driven progress from idea to launch.

4.1.1 The Idea

SocialGames introduces SocialGames Nights: compact, hosted evenings designed for students who want to meet new people in a comfortable, structured space. These events offer original, themed experiences beyond standard club nights. Each event features three core activities: beer pong, quiz, and couple tournaments. There are also a few side games, music, and a trained host who explains the flow of the event, couple's teams, and runs light icebreakers to help attendees overcome the initial "how do I start" barrier. Upon arrival, attendees scan a QR code to access the web-based Socialgames Passport, which

links them to that night's event and provides six to eight short, timed micro-activities at natural breaks before and between rounds. Each night features a theme-specific task pack, such as Faculty Cup, Erasmus Night, or Retro, so the experience stays fresh. Optional photo wall prompts operate with clear consent. By combining a codified event flow and a repeatable host playbook, SocialGames creates a dependable format that is easy to run across venues and cities with consistent quality. SocialGames creates a dependable format that is easy to run across venues and cities with consistent quality. The guided socializing and rotating themes directly address students' demand for meaningful, low-awkwardness introductions and distinctive, shared moments. Meanwhile, engagement data, such as join rates, task completion rates, and time spent, enables rapid iteration within the Build-Measure-Learn loop and reinforces a differentiated, scalable experience.

Hypotheses

At this stage, we focus on the earliest and most sensitive signals that the concept truly addresses the core need and can grow independently. The value hypotheses test if students will connect with the format and want to use it again. Growth hypotheses test if the experience spreads through natural social loops rather than paid acquisition.

H1 Value: at least 70% of attendees report that they met at least one new person during the event.

H2 Value: at least 70% of attendees indicate that they want to try this format again at the next event.

H3 Growth: at the next event, at least 30% of attendees are first timers who learned about SocialGames from friends.

4.1.2 Build (MVP)

The MVP demonstrates that SocialGames Night makes it easier for students to meet new people by providing an engaging, structured evening with a focused beer pong tournament and a lightweight web application. The pilot program takes place in one venue with twelve teams and twenty-four to thirty-six students. It is supported by one host, one scorekeeper, and one tech helper. The tournament format consists of four groups of three teams each. Each team plays two group matches, and the top two teams from each group

advance to a knockout bracket with eight teams. Group matches last ten to twelve minutes, with a five-minute turnover time; bracket matches last twelve to fifteen minutes. If needed, tiebreaker rules apply in the following order: head-to-head result, points differential, and then a coin toss.

The SocialGames Passport v1 web app opens from a unique team QR code at check-in and requires no installation. The app provides each team with essential information such as team name, group, next match, live points, and concise rules. A global leaderboard, mirrored on a venue screen, combines match points with points from short, timed mini-activities shown during natural breaks. A simple host console starts and ends rounds, sends prompts, approves results, and resolves disputes, ensuring that the evening flows smoothly without technical issues.

Mini activities are designed to lower social barriers without interrupting gameplay. Over the course of the evening, six prompts—some team-based and others aimed at individuals—encourage quick, low-awkwardness interactions beyond one's immediate group. Examples include pairing with a student from a different faculty to exchange a fun fact, confirmed via peer code; taking a team photo at a designated photo wall with consent from all participants; performing a small act of sportsmanship, confirmed by captains; answering a rapid campus trivia question; leading a short chant or clap wave, judged by the host for creativity; and rotating the throwing order so a new teammate leads the next match. These moments generate visible energy in the room and create memorable, shared highlights.

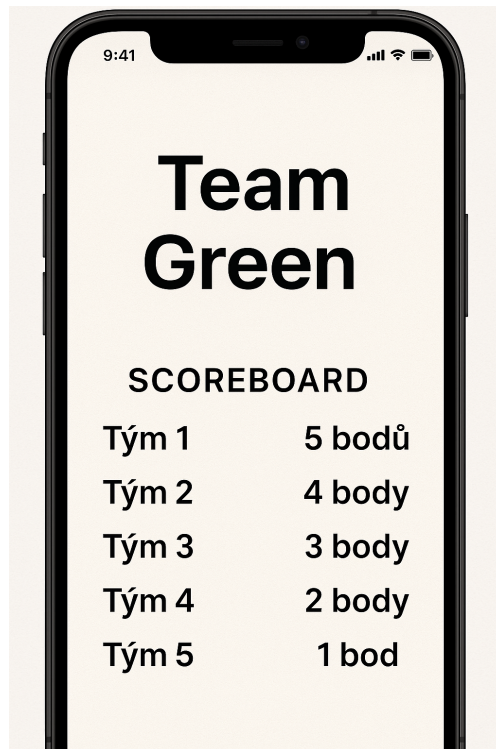


Figure 5: Showcase of a Potential App

Source: Own creation

The run of show begins with a brief setup window during which QR posters are placed, tables are laid out, the screen and WiFi are tested, and staff are briefed. A short welcome covers the rules, prompts teams to scan their QR codes, and introduces a quick icebreaker activity. Two group rounds follow, with a mini activity between them. Then, the evening continues with the quarterfinals, another mini activity, the semifinals, a quick quiz, and the final match. The night concludes with a brief awards ceremony, a leaderboard reveal, and a prompt directing all attendees to complete a short exit survey.

The event requires eight to ten tables, cups and balls, a water station with paper towels, materials for the QR codes, a TV or projector for the leaderboard, a modest budget for prizes, and clear signage indicating that photos will be taken. Anticipated risks are addressed in advance. Venue connectivity is tested, and assets are cached in advance, along with a simple offline score backup. Strict timeboxing and a final-minute shot clock keep brackets on schedule. QR adoption is encouraged with signage at the entrance and on tables, as well as a host reminder during the welcome. Privacy is protected by obtaining explicit consent and collecting session-only data with an easy-to-use delete-on-request process.

Detailed evaluation is intentionally deferred to Phase 3 Measure. For the MVP, it is sufficient that the experience runs from start to finish as described, and that the exit survey at the end of the night captures attendee perceptions and intentions for subsequent analysis.

4.1.3 Measure

This phase transforms the MVP into observable evidence. It answers the question of whether a SocialGames Night truly helps students connect and if the concept can grow through natural social loops. Our focus is on behavior, not just opinions. We tie every metric to a clear learning question so that the next iteration is guided by proof rather than impressions.

First, we track activation and adoption. We observe how many teams and individual attendees open the Passport using the entrance QR code, how long it takes for the first successful join, and where people drop out of the flow. Smooth entry is essential because, without easy activation, the micro activities and guided socializing cannot be effective.

Second, we measure social outcomes. We look at how many new contacts each attendee makes, how long it takes to make the first new introduction, what percentage of interactions are with people outside one's own team, and how many peer code exchanges are confirmed. These observations speak directly to our primary hypothesis that most participants will meet someone new during the evening, which is the core of the value promise.

Third, we assess engagement and the quality of the experience. We review the completion of the six micro activities, attention to the leaderboard, the rhythm between rounds, and the perceived clarity and fun in the short exit survey at the end of the night. These signals tell us whether the mix of activities, pacing, and host guidance energize the room and naturally encourage interaction.

Fourth, we examine retention and organic growth. We measure the intention to return, the number of people who opt in within twenty-four hours to hear about the next event, and how first-time attendees discover the following event. Here, we test whether social games

spread through friend networks, ensuring that a meaningful share of the next audience consists of newcomers who heard about us from friends.

Fifth, we collect operational insights. We record the time it takes to set up and change over between matches, how often disputes arise about the results, how much work the host and staff have to do, and where the checklists are lacking. These observations help us determine the format's repeatability, training needs, and whether the event can be held in other cities with the same level of quality. Meanwhile, we track consent rates for the photo wall and any removal requests. Trust and clarity around data handling are prerequisites for repeated attendance and comfortable sharing of highlights.

At the end of the event, the Passport presents a short exit survey that complements the behavioral data with attendee perceptions. Key questions include whether the attendee met at least one new person and if they would like to try this format again at the next event. There is also a simple question about likelihood to recommend and an open comment section. All measurements map back to the hypotheses defined in "The Idea." If the data confirms that at least 70% of attendees met someone new and at least 70% want to try the format again, and if we see credible signals of word-of-mouth promotion for the next event, then we will continue with content and playbook iterations and prepare the next pilot in a second venue. Otherwise, we adjust the pairing approach, prompt design, or pacing to produce stronger learning and a better experience in the next cycle.

4.1.4 Learn

In this phase, we transform measurements into validated learning and clear decisions. The team reviews behavioral signals and exit surveys against hypotheses from the idea stage, asking whether the event enabled new connections and showed signs of organic growth. If the results meet or exceed the thresholds, we refine the content, pacing, and host playbook. Then, we start a new loop with sharper hypotheses. If the results fall short, we make a structured change to a core element, such as the pairing method, activity design, or event flow, while maintaining the overall vision. Then, the loop restarts immediately, guided by what we have just learned.

4.2 Lean Canvas

Using the Lean Startup approach provided clarity and evidence to this project. We transformed market findings into a few testable assumptions, created a basic SocialGames Night with the Passport web app, and tested it to observe actual behavior. This process revealed whether students met new people, if they wanted to try the format again, and how word of mouth developed early on. Since our decisions were based on actual behavior rather than our expectations, we reduced risk and focused our efforts where they mattered most.

The result is a tighter concept, a repeatable event playbook, and clear decision rules for future cycles. The implementation plan now schedules only what the evidence supports, and the financial plan stages spending in step with learning. In short, Lean Startup transformed an idea into a validated path from pilot to repeatable operation.

<p>Problem</p> <p>Students want to meet new people but lack a comfortable and structured setting.</p> <p>First-minutes friction makes cold approaches hard.</p> <p>Nightlife feels repetitive with few original, themed formats.</p>	<p>Solution</p> <p>Repeatable hosted Social Games Night with beer pong, quiz, and pairs tournaments 6 - 8 timed mini-activities via Passport (web app), QR entry, team view, live leaderboard, codified host playbook.</p>	<p>Unique Value Proposition</p> <p>Uniquely valuable: Combines a structured beer pong tournament with music, themed atmosphere, and social interaction, creating a complete entertainment experience.</p> <p>Differentiation: Regular, branded events with memorable themes that encourage meeting new people, unlike generic club nights or one-off parties.</p> <p>Key benefit for customers: Affordable, fun, and welcoming events where students can easily connect, compete, and build new friendships.</p>	<p>Unfair Advantage</p> <p>Playbook and reusable theme packs that standardize quality across cities, engagement data loop for rapid iteration, consent/privacy by design, and an ambassador community that compounds word of mouth.</p>	<p>Customer Segment</p> <p>Primary: university students 18–26 in Zlín, Olomouc, Ostrava, Brno; early adopters are first-years and Erasmus.</p> <ul style="list-style-type: none"> • Zlín: ~9 500 students • Olomouc: ~23 000 s. • Ostrava: ~20 500 s. <p>Secondary: venue or event managers seeking reliable weekday footfall.</p>
<p>Cost Structure</p> <p>Fixed: app hosting and development, theme/content creation, equipment storage and maintenance, brand/admin.</p> <p>Variable: venue fee/share, host and staff, basic décor and materials, prizes, game items, screen/printing, light promo.</p>		<p>Revenue Streams</p> <p>Student entry fee aligned to 100–150 CZK, venue fee or revenue share, sponsor/ads revenue, Merchandise, app licensing considered later</p>		

Figure 6: Possible Lean Canvas

Source: Own creation

4.3 Business plan

4.3.1 Title Page

Company: SOCIALGAMES s.r.o. (planned)

Concept: Host-led themed “Social Games Nights” with a lightweight event app (SOCIALGAMES Passport) that makes meeting new people easy.

Prepared by: Václav Tutsch, Dominik Šlapal

Date: 1 August 2025

Contact: socialgames@gmail.com



Figure 7: Logo

Source: Own creation

4.3.2 Table of Contents

1. Title Page
2. Table of Contents
3. Introduction and purpose of the document
4. Executive Summary
5. Business Opportunity Description
6. Company and Ownership Goals
7. Market Analysis
8. Competitiv analysis
9. Marketing and Sales Strategy

10. Implementation Project Plan
11. Financial Plan
12. Risks and Risk Management
13. Attachments

4.3.3 Introduction and purpose of the document

This business plan outlines the concept, objectives, and strategy for establishing SocialGames s.r.o., a company that organizes SocialGames Nights for students and utilizes a straightforward Passport web application. The goal is to transform the analytical findings in Chapter 3 into a practical plan for selling the product and operating the business during the first twelve months. The plan also serves as a reference for decision-making during the pilot and early expansion phases.

Scope

The scope includes the following: a summary of market size and competitors, target segments and value proposition, event format and minimum specifications, operations and staffing, venue and brand partnerships, pricing and revenue model, financial projections and funding needs, risk and compliance, and an implementation schedule with milestones.

Intended audience and level of detail

This document is intended for thesis examiners and a select group of potential partners, including venues, beverage brands, and advisors who can assist with the pilot program and short-term growth. It focuses on management and implementation. It provides enough detail to run the first pilots and evaluate the results.

Status and version

Version 0.9 is a temporary, shortened, and simplified version. The project is still in the testing phase. After the first pilot cycle, some chapters will be expanded. Examples of these metrics include post-MVP metrics, a refined SOM, and pricing experiment results. A complete version 1.0 will be available once the team incorporates the approved learning and changes.

4.3.4 Executive Summary

SocialGames s.r.o. hosts SocialGames Nights for university students. These events are powered by a lightweight Passport web app that facilitates mingling, scoring, and mini-challenges, turning strangers into a crowd. Venues gain predictable foot traffic on slower nights, and brands gain access to a targeted student audience. This offering is more effective than ad hoc bar events because it is scripted from start to finish, measurable through the app, easy to staff, and simple for venues to implement.

The market is lively but fragmented across Czech university cities. Demand spikes at the start of semesters and around holidays, while attendance on weekdays is volatile. Zlín shows low rivalry and is the pilot beachhead, with expansion planned to Olomouc and Ostrava. Brno is a larger market with more competition from student clubs, quiz nights, and one-off brand activations. Our focus is on a repeatable format with clear metrics that can be implemented across venues.

Founding team members Václav Tutsch and Dominik Šlapal bring together student community access, event operations, and lightweight product delivery. During the pilot, advisory support from venue partners and brand contacts will help validate pricing, cadence, and sponsorship packages.

4.3.5 Business Opportunity Description

SocialGames offers SocialGames Nights, which are compact, themed evenings built around three main types of games: beer pong tournaments, quiz tournaments, and couple tournaments, as well as a few side games. There is also music and a trained host who explains the event flow, couples teams, and runs light icebreakers. A lightweight web app called the SocialGames Passport can be accessed by scanning a QR code at the entrance without installing an app from the store. The Passport links attendees to that night's event and provides six to eight short, timed mini-activities at natural breaks before and between rounds. Attendees earn points by confirming through a peer code exchange or a captain check, which are then displayed on a venue screen and in the app on a live leaderboard. Each night features a theme-specific task pack, such as Faculty Cup, Erasmus Night, or Retro, so the experience remains fresh. Optional photo wall prompts with clear consent create memorable highlights for the next day.

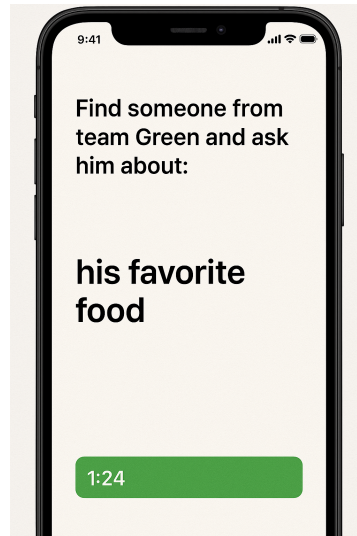


Figure 8: Showcase of a Potential App

Source: Own creation

The competitive advantage comes from guided socializing. The host and the Passport eliminate the "How do I start?" barrier during the first minutes of the event. A codified event flow and pre-built theme and task packs make the format repeatable across venues and cities, ensuring consistent quality. The web-based Passport minimizes friction and works on any modern smartphone. Consent flows and privacy-by-design practices address compliance needs. Engagement data, such as join rates, task completion rates, and dwell time, supports rapid iteration and creates a distinctive, measurable experience that competitors struggle to match.

For students, the format alleviates social anxiety and facilitates meeting people without the awkwardness of cold approaches. Timed prompts, team pairing, and light competition create quick wins and shared moments worth remembering and sharing. This leads to higher satisfaction and stronger reasons to return. For venues, SocialGames Nights provide a reliable weekday draw with a clear event flow, smoother crowd management, and visible energy that elevates the atmosphere and guest experience.

4.3.6 Company and Ownership Goals

SOCIALGAMES s.r.o. will be led by its founding duo, Václav Tutsch and Dominik Šlapal. They will combine operational discipline, product thinking, and partnership

development to quickly transform the pilot concept into a repeatable and scalable program in Zlín, Olomouc, and Ostrava, and subsequently in other university cities. According to financial analysis, we are targeting estimated revenues of up to CZK 1,650,000 in 2027. This creates room for reinvestment in the product, brand, and expansion without dependence on operating subsidies. For investors, this means an emphasis on positive unit economics and clear accountability for results. Tutsch will manage operations, business relationships, and cash flow, while Šlapal will manage Passport's product and technology, including measuring engagement and quality of experience. They will lead the recruitment and training of moderators, brand management, and regular performance management. The team will grow leanly, with trained moderators, recorders, and technical support in individual cities complementing the core, while external specialists with clearly defined outputs will provide expertise in the areas of law, accounting, and affiliate marketing. We will support partnerships with key businesses through framework agreements and sponsorship packages. Once the product has stabilized, we will open up licensing collaborations with selected organizers. These organizers will use Passport and verified playbooks. Our long-term ambition is to build the largest and strongest brand in the field of student social gaming entertainment in the Czech Republic. We will measure our success by the quality of the experience, high repeat participation, and reliability for partners and investors.

4.3.7 Market Analysis

The venture addresses the Czech university student market, which is expected to total roughly 315,000 students by the end of 2024, representing a growth of about 9.4% since 2019. This Total Available Market presents an opportunity for student-focused social events across the country.

The initial Serviceable Available Market focuses on four university cities where the format and operating model are applicable. Zlín has approximately 9,500 students, Olomouc has around 23,000, and Ostrava has over 20,500 students between VŠB and the University of Ostrava. Brno adds the largest pool with over 62,000 students. Together, these four cities represent a reachable market of over 115,000 students for the initial expansion phase. The serviceable obtainable market for year one is derived from the

bottom up in the financial plan and reflects a Zlín beachhead, followed by Olomouc and Ostrava. Brno is phased in later due to higher competition.

Entry barriers are modest for small – to mid-sized student events. When hosted in licensed venues with fewer than 100 attendees, no additional municipal notification is usually required, and alcohol licensing is typically covered by the partner venues. This lowers regulatory friction for rapid testing and rollout. Porter's analysis indicates a very high threat of new entrants, a high threat of substitutes, city-dependent rivalry that is strongest in Brno, very weak supplier power, and high customer power due to low switching costs. Therefore, differentiation must come from experience design, brand, and community rather than structural barriers.

Customer characteristics strongly suggest a structured, hosted social format. ISIC data shows that the majority of Czech university students consume alcohol and view it as a social lubricant. Broader research highlights a paradox in which highly connected students still prefer in-person connections and actively seek opportunities to meet new people offline. These insights validate events that reduce social anxiety and facilitate effortless interaction. For this audience, digital channels are the primary discovery path, with about 95% of students using Instagram and other channels such as Messenger, YouTube, and Facebook also being highly used. This underlines the importance of clear social media promotion and seamless calls to action. Interviews with 29 students in Brno, Zlín, Ostrava, and Olomouc confirm that an attractive invitation must provide immediate clarity on the event's details and price, offer something unique, and simplify the decision-making process. Their willingness to pay aligns with the proposed pricing. Students in Brno, Olomouc, and Ostrava consider 100–150 CZK to be a fair price for a standard event, while respondents in Zlín center around about 100 CZK. The typical total nightly spend is several hundred crowns.

To capture the uncertainty of student adoption, three scenarios were created for 2026: pessimistic, neutral, and optimistic. Each scenario reflects a different number of events, as well as a different level of market reach.

- **Pessimistic scenario (2026):** Approximately **1,000–1,300 unique students**, representing about **2% of the total student population** in Zlín, Olomouc, and Ostrava (~53,000 students).
- **Neutral scenario (2026):** Approximately **1,500–1,800 unique students**, equal to about **3.3% of the target population**.
- **Optimistic scenario (2026):** Approximately **2,300–2,600 unique students**, corresponding to about **5% of the student population**.

These estimates are based on the planned number of events per year (40, 60, or 80), an average event capacity of 90–100 participants, and the assumption that each student will attend multiple times. Research on event revisit intentions shows that declared willingness to return is typically overstated by 14–38% compared to actual behavior, which supports the assumption of 2–3 visits per student per year (Pizzo et al., 2024). Adjusting for this effect provides more realistic estimates of unique visitors than inflated figures.

Looking ahead to 2027, the serviceable available market (SAM) will expand significantly with the addition of Brno as a key student city. With more than 62,000 additional students from its major universities, Brno increases the total target population across Zlín, Olomouc, Ostrava, and Brno to approximately 115,000 students. Using the same penetration rates observed in 2026 (approximately 2%, 3.3%, and 5%) yields the following scenario estimates:

- Pessimistic scenario (2027): Around 2,300 unique students, equal to about 2% of 115,000.
- Neutral scenario (2027): Around 3,800 unique students, equal to about 3.3% of 115,000.
- Optimistic scenario (2027): Around 5,750 unique students, equal to about 5% of 115,000.

These figures illustrate the project's growth potential. Although the percentage of students reached remains stable, the absolute number nearly doubles between 2026 and 2027 due to expansion into Brno. This shows that the business model is scalable and has the potential to significantly increase visibility and market share within the Czech student community.

Taken together, the analysis confirms the existence of a large national pool and a reachable multi-city target audience. It also confirms clear customer willingness to pay at student-friendly price points and operating conditions that favor fast learning and replication. There is an opportunity to dominate the hosted social games niche, which reliably transforms midweek nights into high-energy, low-friction social experiences for students, while generating strong shoulder-day revenue for partner venues.

4.3.8 Competitive Analysis

The competitive field around SocialGames spans two layers. First are direct, offline event competitors that already attract students through parties and theme nights in target cities. Second are indirect, digital substitutes that can replicate parts of the SocialGames Passport mechanic but are built for institutional teambuilding rather than nightlife.

Direct Competitors

Brno is the most saturated market, with large student nights at venues like Fléda and association-run events such as Erasmus Vibes that fill semester kick-offs and themed parties. This creates strong, regular demand but also the toughest fight for attention. Ostrava's activity concentrates around campus venues like Studentský klub Vrtule and T2 Club and selected city clubs such as Áčko, Fabric, and Barrák, with volumes peaking at term starts and then easing. Olomouc offers a tighter network of mid-size clubs including 15 Minut, Belmondo, R6 and HellPaso, where a close student community sustains attendance through word of mouth. Zlín remains the least saturated, with Star Club Flip as the primary nightclub and only a handful of bars or student spaces running occasional nights, which means lower rivalry but a smaller base that requires precise targeting and promotion. Across cities, much of the offer is event-based and varies by semester, which opens space for a focused, repeatable format.

Gamebased and Student Society Format

Student organizations in all four cities occasionally run quizzes, beer-pong tournaments, or mixed team competitions. National projects like Beer-Pong.cz add episodic tournament spikes. These options validate demand for structured play but are typically irregular and

lack a unified, repeatable “social gaming night” playbook that consistently breaks the ice for newcomers.

Digital Substitutes

Platforms such as Deckle, GooseChase, and Scavify provide QR check-ins, photo or quiz challenges, and live leaderboards through dedicated mobile apps with organizer dashboards. Functionally they can reproduce parts of the Passport flow, yet their positioning and commercial models are designed for corporate or campus orientation use rather than weekly student nightlife, which makes them a poor fit for our venues and audience.

Relative Intensity by City

Brno shows very high rivalry given the number of venues, the presence of branded student parties, and frequent large-scale events. Ostrava and Olomouc sit in a medium band with strong semester peaks but fewer continuous formats. Zlín is low-intensity and suited to a beachhead launch that builds habit while the offer is still thin. Seasonality is pronounced everywhere, with spikes at semester openings and holidays and softer demand in exam periods and summer.

SocialGames Positioning and Advantage

The offer is not “another party” but a hosted, codified social gaming night supported by a lightweight web Passport that opens from a single QR code without downloads. The host guidance, time-boxed rounds, and micro-activities remove the “how do I start” barrier and turn strangers into a crowd. The repeatable playbook, theme packs, and live leaderboard create a consistent experience that venues can schedule mid-week and that students can trust to deliver mixing, not only music. Engagement data from the Passport makes quality measurable and iteration fast, which most ad-hoc nights and one-off tournaments cannot match.

Implications for Market Entrance

In Brno, success depends on sharp differentiation and partnerships that unlock prime weekdays inside established calendars. In Ostrava and Olomouc, the task is to convert

peak-moment attention into a recurring branded series that runs through the semester. In Zlín, the priority is to establish category ownership early, prove regularity, and grow by word of mouth across faculties. Across all cities, the combination of a standardized format and a data-visible experience is the core edge over fragmented club nights, episodic student tournaments, and enterprise-oriented app.

4.3.9 Marketing and Sales Strategy

Target Market

The primary target market consists of university students between the ages of 18 and 26. In 2026, the focus will be on three major Czech university cities: Zlín, Olomouc, and Ostrava, followed by Brno and other student hubs. These students are looking for affordable, engaging, social evening activities that offer entertainment and opportunities to meet new people.

Product Positioning

Branded as SocialGames Nights, the product is positioned as a compact, themed evening experience that combines beer pong tournaments, quiz competitions, couples' games, and smaller side activities. A trained facilitator hosts the events, guides the teams, explains the flow of the evening, and uses icebreakers to reduce social barriers.

A unique feature is the SocialGames Passport, a lightweight web app that can be accessed by scanning a QR code at the venue. The Passport integrates live tasks, mini-games, team challenges, and leaderboards to create a gamified experience. Theme packs (e.g., Faculty Cup, Erasmus Night, Retro Night) refresh each event, ensuring repeat visits remain attractive. The format directly addresses a common student challenge: social anxiety when meeting new people. By facilitating social interactions, SocialGames Nights provide memorable, shareable experiences that distinguish the brand from traditional student parties or pub events.

Marketing Mix (4P)

- **Product:** SocialGames Nights are structured, gamified social events supported by technology and a trained host. They offer varied formats. Advantages include

consistent event flow, low entry barriers, and measurable engagement data that can be used to improve future events.

- **Price:** Based on interviews with students, a fair entry price is between 100 and 150 CZK in Olomouc and Ostrava, while in Zlín, it leans toward the lower end of this range. Students typically spend 300–700 CZK per night on food and drinks, so the entry fee remains a small portion of the total evening budget, yet it acts as an important psychological indicator of value. Prices above 150 CZK may deter attendance and should be avoided.
- **Place:** Events will be held at partner bars and other student-friendly venues in the target cities. Tickets will be sold primarily at the entrance and supported by on-campus marketing, online reservation options, and simple QR code entry.
- **Promotion:** The marketing strategy will focus on social media platforms that are popular among students, such as Instagram, TikTok, and Facebook student groups. Offline promotions will include posters on campuses and word-of-mouth campaigns. Partnerships with student organizations and Erasmus networks will amplify the campaign. Messaging will emphasize the format's uniqueness, social benefits, and affordable price.

Communication Strategy

The communication strategy is based on students' media habits. Visual content, such as short videos, reels, and photos, will highlight the gamified and social aspects of the events. Clear, low-friction calls to action, such as QR codes for sign-ups and discounts for early arrival, will reduce barriers to participation. We will test a referral incentive system and occasional themed promotions to drive attendance peaks.

Sales Strategy

The sales strategy relies on direct ticket sales at venues, combined with online pre-event marketing, to build awareness. Although a dedicated sales team is not planned, collaborating with student unions, Erasmus networks, and local partners, such as breweries, will increase reach and credibility. Sponsors and partners will benefit from event visibility through branding opportunities and product placement.

4.3.10 Implementation Project Plan

This plan makes the concept into a step-by-step process that can be used in real situations in a consistent way. The approach follows the Lean Startup loop, so every event produces data, learning, and an updated plan of action. Two figures support this chapter. The first shows the 2025 project timeline. This timeline takes the venture from incorporation to a beerpong tournament that is linked with a web application. This application is meant to improve participant engagement and social mixing. The second is a simple plan for how to prepare and run any event efficiently.

2025 Project Timeline

The timeline covers three blocks. First, the company had to set up a lot of things like a registered office and notary, incorporation, bank account and capital deposit, trade licence registration, Commercial Register entry, tax registration, and the Beneficial Owners Register entry. This all happened from mid-September to early October. Second, work on the product that will deliver SocialGames Passport MVP 0.1. This will include planning, building the product for two weeks, checking the product internally, and testing it. Then, there will be a pilot release. Third, there are four pilot tournaments. Tournament 1 is a closed test for eight teams. After we measure and evaluate it, the app is updated to version 0.2. Tournaments 2 to 4 offer open registration and make marketing easy for people to see. Each event follows a specific process: first, an idea is created, then it is built, then it is measured, and finally, lessons are learned. The year ends with a short report that makes the lessons into a standard way of doing things.

Task	Start	End
Securing registered office and notary	10.09.2025	13.09.2025
Company incorporation (LLC) at notary	14.09.2025	14.09.2025
Opening bank account and capital deposit	15.09.2025	16.09.2025
Trade license registration (ŽÚ)	17.09.2025	20.09.2025
Commercial Register entry (OR)	21.09.2025	04.10.2025
Tax office registration	07.10.2025	09.10.2025
Beneficial owners register entry	09.10.2025	10.10.2025
MVP scope and user flows	11.10.2025	13.10.2025
Creating MVP of SocialGames Passport web app 0.1	14.10.2025	27.10.2025
Internal QA and dry-run	28.10.2025	30.10.2025
Launch Passport v0.1 for pilot	31.10.2025	31.10.2025
Venue shortlist and outreach for T1	01.11.2025	02.11.2025
Confirm venue for Tournament 1	03.11.2025	03.11.2025
Tournament 1 — Idea	01.11.2025	02.11.2025
Tournament 1 — Build	03.11.2025	05.11.2025
Tournament 1 — Event night — closed test 8 teams	06.11.2025	06.11.2025
Tournament 1 — Measure	06.11.2025	08.11.2025
Tournament 1 — Learn & update to 0.2v	09.11.2025	15.11.2025
Confirm venues for T2–T4	09.11.2025	12.11.2025
Brand kit and templates — update	16.11.2025	18.11.2025
Social channels live and content plan	16.11.2025	17.11.2025
Promotion campaign for 2nd event	19.11.2025	27.11.2025
Open registration for 2nd event	19.11.2025	27.11.2025
Tournament 2 — Event night	29.11.2025	29.11.2025
Tournament 2 — Measure	29.11.2025	01.12.2025
Tournament 2 — Learn & update to 0.3v	02.12.2025	06.12.2025
Promotion campaign for 3rd event	07.12.2025	11.12.2025
Open registration for 3rd event	07.12.2025	11.12.2025
Tournament 3 — Event night	12.12.2025	12.12.2025
Tournament 3 — Measure	12.12.2025	14.12.2025
Tournament 3 — Learn & micro update	15.12.2025	16.12.2025
Promotion campaign for 4th event	16.12.2025	18.12.2025
Open registration for 4th event	16.12.2025	18.12.2025
Tournament 4 — Event night	19.12.2025	19.12.2025
Tournament 4 — Measure	19.12.2025	20.12.2025
Tournament 4 — Learn & year-end report	21.12.2025	22.12.2025

Figure 9: Plan 2025

Source: Own creation

Event Blueprint

The plan is a ten-step checklist with a time frame for each step, based on the day of the event. First, we reserve the venue and date. Then, we reach out to sponsors with confirmed prizes and gifts. Next, we prepare the marketing and registration. We also launch the marketing and open the registration. Then, we make sure the equipment is ready. Finally, we perform the technical checks and brief the team. On event night, we collect data. And then, we have a short evaluation with improvements. The same steps work for Beerpong,

Quiz, and Couple Games. This makes preparation easy to predict and keeps quality consistent across formats.

Task	Start	End
Reserve venue and date, align capacity and format	T-14	T-13
Sponsor outreach and deals, confirm prizes and gifts	T-14	T-10
Marketing preparation — visuals, copy, landing page	T-12	T-10
Registration preparation — pricing, rules, Passport setup	T-10	T-9
Launch marketing and open registration	T-9	T-9
Equipment and materials ready — tables, cups, balls, QR posters, staffing	T-7	T-5
Final checks — tech dry run, print lists, team briefing	T-3	T-1
Event night — check-in, run of show, photos	T	T
Data collection — exports from Passport and a short survey	T	T+1
Evaluation and improvements — quick retro, backlog, next date hold	T+2	T+3

Figure 10: Plan of the Event

Source: Own creation

Roles, Milestones and Gates

The operations lead is responsible for legal tasks and venue agreements. The MVP and all technical preparations are the responsibility of the product lead. A small crew handles event delivery and marketing with clear roles for host, scorekeeper, tech, door, and content. The milestones are the legal establishment of the company, the readiness of MVP 0.1 for piloting, the execution and evaluation of Tournament 1, the execution of Tournaments 2 through 4, and the creation of a year-end report. Two decision gates ensure quality. One week before a public event, the team verifies the minimum number of registrations. Three days before the event, the team confirms the final capacity and decides whether to proceed or reschedule. Each event produces a metrics pack and a short survey, ensuring that changes are based on evidence.

Scale Plan for 2026

The goal for 2026 is to transition from pilot programs to a steady program incorporating pessimistic, neutral, and optimistic scenarios.

- **Pessimistic scenario** 40 events across three cities. Zlín 25 events, Olomouc 10 events, Ostrava 5 events. By format 25 Beerpong events, 10 Quiz events, 5 Couple Games events.
- **Neutral scenario** 60 events across three cities. Zlín 30 events, Olomouc 20 events, Ostrava 10 events. By format 30 Beerpong events, 20 Quiz events, 10 Couple Games events.

- **Optimistic scenario** 80 events with the same city mix ratio and a balanced split across formats.

Cadence is weekly in Zlín during teaching weeks, biweekly in Olomouc, and approximately monthly in Ostrava. Each event follows the same steps. Registration windows and Instagram promotions run from T-9 to T-1. Equipment packs and standard runbooks help keep staffing lean. After every event, measurement packs are logged to track attendance, check-in rate, game pacing, and satisfaction.

Growth and Product Roadmap for 2027

The goal for 2027 is to double the number of events, deliver a mobile version of the application for iOS and Android, and maintain the web Passport as a lightweight entry point.

Volume targets

- Pessimistic 80 events in total with city shares doubled from 2026.
- Neutral 120 events in total with city shares doubled from 2026 and expansion to Brno.
- Optimistic doubling the optimistic 2026 path toward 160 events if venue capacity and staffing allow.

By the end of 2025, the venture will have a functioning beer pong tournament linked to a web app, as well as a documented process for planning any event. In 2026, the program will be scaled to a regular calendar across three cities, offering a balanced mix of formats. By 2027, the business will have doubled its volume and upgraded its product to mobile, all while maintaining the speed and measurability that drive learning and quality.

4.3.11 Financial Plan

Pricing

This table outlines the pricing structure for the three event formats (Beerpong, Quiz, and Couple Games) and the standard sponsorship and ad input for each tournament. It establishes the primary revenue drivers used in the projections and ensures consistent pricing across scenarios.

Table 4: Pricing

Events	EntryFee per Team (CZK)
Beerpong Team	400
Quiz Team	500
Couple games Team	300
Sponsor per tournament	1250

Source: Own creation

Fixed Cost per Event

This table specifies the fixed, repeatable items incurred in every tournament, regardless of attendance, such as prizes, medals, and basic social propagation. It also defines the standardized "per-event kit" used to calculate unit economics and contribution margins by format.

Table 5: Fixed Cost per Event

Items	Quantity	Unit price (CZK)	Total (CZK)
Cups for winners	3	150	450
Other prizes (Beers, wine, merch, etc.)	1	500	500
Medals	9	40	360
Social Propagation	1	1000	1000
Total			2310

Source: Own creation

Variable Cost per Event

This table lists the variable inputs that differ by format and scale, as well as by the number of events. For example, cups and balls are used for beer pong, and printing is used for quiz and couple's events. Together with the fixed kit, these items comprise the total cost per event applied in each scenario.

Table 6: Variable Cost per Event

Items	Equipment	Total (CZK)
Beerpong event	Beerpong cups and pingpong balls	560
Quez event	Paper print	200
Couple Event	Paper print	200

Source: Own creation

Events 2026

This table establishes the operational cadence for the first full year by listing the number of planned events in 2026, categorized by format and demand scenario (pessimistic, neutral, or optimistic). This volume baseline directly feeds into the subsequent revenue and cost calculations.

Table 7: Events 2026

Events 2026	Pessimistic	Neutral	Optimistic
Beerpong events	20	30	35
Quez events	15	20	30
Couple Games events	5	10	15
Total events	40	60	80

Source: Own creation

Income 2026

In this model, the 2026 event plan and pricing are converted into projected revenues. It shows revenue per format, as well as the contribution from sponsorships and ads. Then, it reports total revenue for each scenario. This links commercial assumptions to a transparent, top-line view.

Table 8: Income 2026

Total Income from events	Pesstimistic (CZK)	Neutral (CZK)	Optimistic (CZK)
Total income from Beerpong	240 000	360 000	420 000
Total income from Quez	225 000	300 000	450 000
Total income from Couple Games	45 000	90 000	135 000
Total income from Ads	50 000	75 000	100 000
Total Revenue 2026	560 000	825 000	1 105 000

Source: Own creation

Other Costs and Investments

This table lists the variable inputs that differ by format and scale, as well as by the number of events. For example, cups and balls are used for beerpong, and printing is used for quiz and couples events. These items, together with the fixed kit, form the full per-event cost base applied in each scenario.

Table 9: Other Costs and Investment

Other Costs and investments	2025 (CZK)	2026 (CZK)	2027 (CZK)
Creating web MVP Version	5000	0	0
Upgrading SocialGame Web App	0	150000	0
Upgrading SocialGame Web App to Mobil application	0	0	500000
Beerpong tables	9200	9200	0
Brand Marketing	0	20000	40000
Total	14200	179200	540000

Source: Own creation

Events 2027

This table extends the operating plan to 2027 by format and scenario. It illustrates the intended increase in cadence and provides the volume inputs for the second-year revenue and cost projections.

Table 10: Events 2027

Events 2027	Pessimistic	Neutral	Optimistic
Beerpong events	40	60	70
Quiz events	30	40	60
Couple Games events	10	20	30
Total events	80	120	160

Source: Own creation

Total Costs (Pessimistic / Neutral / Optimistic)

These tables summarize annual costs by scenario, combining variable and fixed per-event costs with “Other Costs and Investments.” The tables demonstrate how the cost base scales with activity and the impact of planned product/brand investments on yearly totals.

Table 11: Total Costs - Pessimistic

Total Costs - Pessimistic	2025 (CZK)	2026 (CZK)	2027 (CZK)
Total variable cost per event	2 240	15 200	30 400
Total Fix cost per event	9 240	92 400	184 800
Other Costs and investments	14 200	179200	540 000
Total Cost	25 680	286800	755 200

Source: Own creation

Table 12: Total Costs - Neutral

Total Costs - Neutral	2025 (CZK)	2026 (CZK)	2027 (CZK)
Total variable cost per event	2 240	22 800	45 600
Total Fix cost per event	9 240	138 600	277 200
Other Costs and investments	14 200	179200	540000
Total Costs	25 680	340 600	862 800

Source: Own creation

Table 13: Total Costs - Optimistic

Total Costs - Optimistic	2025 (CZK)	2026 (CZK)	2027 (CZK)
Total variable cost per event	2 240	28 600	57 200
Total Fix cost per event	9 240	184 800	369 600
Other Costs and investments	14 200	179200	540 000
Total Costs	25 680	392 600	966 800

Source: Own creation

Income 2027

Similar to the 2026 income table, this table converts the 2027 event plan and pricing into revenues by format. It also adds sponsorship and ads and presents the total revenue for

each scenario. This table is used to evaluate the scalability of the commercial model during the scale-up year.

Table 14: Income 2027

Total Income from events	Pessimistic (CZK)	Neutral (CZK)	Optimistic (CZK)
Total income from Beerpong	480 000	720 000	840 000
Total income from Quez	450 000	600 000	900 000
Total income from Couple Games	90 000	180 000	270 000
Total income from Ads	100 000	150 000	200 000
Total Revenue 2026	1 120 000	1 650 000	2 210 000

Source: Own creation

Summary of Revenues and Costs

The final summary table combines revenues and total costs for the years 2025–2027 across all scenarios and reports the annual balance. The table offers a clear overview of the project's financial trajectory and risk profile, showing how operating surpluses are generated and their relationship to staged product investments.

Table 15: Summary of Revenues and Costs

Year	2025 (CZK)	2026 (CZK)	2027 (CZK)
Revenues			
Pessimistic	0	560 000	1 120 000
Neutral	0	825 000	1 650 000
Optimistic	0	1 105 000	2 210 000
Total Costs			
Pessimistic	25 680	286 800	755 200
Neutral	25 680	340 600	862 800
Optimistic	25 680	392 600	966 800
Balance			
Pessimistic	25 680	273 200	364 800
Neutral	25 680	484 400	787 200
Optimistic	25 680	712 400	1 243 200

Source: Own creation

The financial plan shows that the venture will be profitable from the first full year onward. All results are shown before taxes and do not include owner compensation. As the business grows, it's likely that the company will hire more staff by 2027. Some of today's external costs will shift to payroll, but the business's fundamental economics will remain unchanged. Once the SG application has been developed into a stable release, the

company can explore licensing the software to partner organizers and venues. This would create an additional revenue stream. Overall, the financial plan shows that the startup is financially viable and can sustain growth through its own cash flow, provided that it manages its finances well.

4.3.12 Risks and Risk Management

This chapter defines risk as a negative deviation from planned goals that could harm the venture and its stakeholders. It translates insights from market analysis, the Five Forces model, and the implementation roadmap into a practical overview that pairs each risk with a specific solution. The qualitative assessment uses a scale to measure the probability and impact of risks and adds early warning indicators, decision points one week and three days before the event, and explicit ownership. Risks are grouped into the following categories: strategic and market; regulatory and compliance; operational; marketing and commercial; and financial. Within each group, two items of high relevance are expanded upon in a clear Risk and Solution format. The goal is to provide not only a list of threats, but also a working playbook that can be applied before, during, and after every event.

Strategic and market risks

Imitations: Barriers to entry are low, allowing competitors to quickly copy event mechanics. This erodes differentiation and divides demand on the same nights.

Solution: Create intangible barriers through branding and community building. Secure exclusive weekday slots with priority venues and demonstrate visible product improvements after every event. If a clone appears, accelerate iteration and reshuffle dates to avoid direct clashes.

Substitution Battle: Students consider many evening options and can change their minds at the last minute. The clarity and ease of the experience often decide the outcome.

Solution: Keep the promise simple and specific. Clearly state what, when, where, and price for each asset. Use a hosted format that reduces social anxiety. If sign-ups underperform, trigger the boost plan three days before the event if the capacity gate is missed.

Regulatory and compliance risks

Alcohol and Safety Rules: Even in licensed venues, clear standards are still required for hygiene, fair play, age control, and de-escalation. Incidents can harm your reputation and end partnerships.

Solution: Use a venue checklist that explicitly outlines responsibilities. Provide water and non-alcoholic beverage stations. Brief the crew on conduct and conflict resolution. Log incidents and update the runbook after each one.

Operational risks

Venue Cancellation: Last-minute changes or technical limitations may render the venue unusable. In this case, the event cannot run as planned.

Solution: Have backup dates, maintain framework agreements, and keep a shortlist of tested fallback venues. If the primary venue becomes unavailable, switch to the backup venue and immediately inform all registrants.

App or connectivity failure: Onboarding, scoring, and the leaderboard all rely on stable technology. A failure will degrade the core experience.

Solution: Conduct a technical dry run between T-4 and T-3. Prepare offline scoring and team pairing and bring a backup hotspot. If the systems fail, switch to paper scoring and host-led rounds. Then, patch the systems before the next event.

Marketing and commercial risks

Low reach and weak conversion: Without a critical mass of teams, energy and economics suffer.

Solution: Use creative templates that clearly communicate what, when, where, and price. Activate faculty ambassadors and partner reposts. Track the full funnel with UTM links and monitor the results nine to five days before the event. If performance dips, adjust the headlines and posting times. Add a small giveaway and reschedule the event if needed, three days beforehand.

Financial risks

Cash Flow Volatility: Fluctuating attendance and payment timing can strain liquidity.

Solution: Maintain a working-capital buffer. Use cut-offs for rescheduling one week and three days before the event. Where possible, collect payment after the event rather than before.

Rising input costs: Higher material and service prices reduce profit margins and increase pressure on student pricing.

Solution: Lock in pricing with suppliers. Standardize the equipment kit and regularly audit costs. Switch to local substitutes when prices spike, while maintaining quality through process improvements.

The two main risks for this venture are the ease of imitation and demand volatility across the academic calendar. The plan addresses these issues through brand and community moats, exclusive weekday slots in partner venues, a hosted format that alleviates social anxiety, and rigorous decision gates that safeguard quality and cash flow. Venue checklists, privacy by design, technical dry runs, and tested fallbacks manage compliance and operational risks. These measures keep the event running even under degraded conditions. A live risk register, brief pre-mortems before public events, and incident logs with three to five improvements after each event ensure that the mitigation plan evolves based on evidence from pilots and scaling up. With these controls in place, the team can detect issues early, act quickly, and adjust the calendar or product without losing focus on the core objective: a repeatable, high-quality Social Games Night that venues can rely on and that students will choose again.

4.3.13 Attachments

There is no attachment.

5 Conclusion

This thesis analyzed the Czech entrepreneurial environment and translated the findings into an actionable launch plan for SocialGames, a student-focused event concept supported by the Passport web application. The analysis combined legal and organizational choices with market sizing, PEST, and Porter's Five Forces analyses, as well as qualitative insights. Using Lean Startup and the Lean Canvas, a testable minimum viable product, operating playbooks, and a measurement system that links every pilot to learning goals and clear go-or-no-go decisions were designed.

The results indicate a distinct market opportunity and a feasible operating path, provided that execution remains disciplined and learning-driven. The proposed format reduces social friction for students and creates value for partner venues. The Passport application facilitates onboarding, live scoring, and micro-challenges that enhance engagement. The risk framework addresses imitation, demand variability, operational contingencies, and compliance. It also embeds early warning indicators and systematic post-event reviews. Financial modeling suggests viability under conservative assumptions. Figures are presented before tax and exclude owner remuneration. The plan anticipates the team's gradual professionalization as operations scale and identifies a long-term upside in the potential licensing of the Passport product once it reaches stable release. Taken together, the evidence supports the claim that SocialGames can progress from validated pilots to repeatable, multi-city operations within Czech conditions.

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